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NESRA's FEATURE SERVICE

NESRA's 1991 Buyer's Guide and Services Directory

The *Buyer's Guide and Services Directory* is a tool to help you begin, improve or expand your ES&R program, including your employee store. It is an annual listing of NESRA National Associate Members and their offerings. With the *Buyer's Guide*, you can offer your employees an array of items/services from discount tickets for amusement parks to discounts on hotel stays, jewelry, sportswear and cars. In addition, you can use this directory to find facilities, supplies and consultants to help you implement effective ES&R programs or stock and operate your employee store.

To serve as a quick reference, the directory is broken down into these 11 categories:

- Awards/Recognition Gifts
- Family Entertainment/Attractions
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Keep this issue of ESM throughout the year and use it as a resource when offering discounts, planning employee activities and ordering employee store merchandise. Share these discounts with your organization's employees.

The *Buyer's Guide and Services Directory* begins on page 23 of this issue.

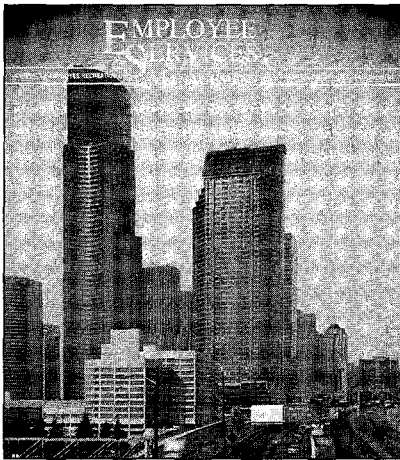
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- ES&R'S ROLE IN ENVIRONMENTAL ISSUES
 - 50TH ANNIVERSARY FEATURE
 - CAREER PATHS IN ES&R
- EMPLOYEE ATTITUDE SURVEYS

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Keeping Weight Off

What's the best way to lose weight and to keep it off? Exercise is the key, reports *USA Today*. Dieting alone creates a cycle of gaining and losing weight.

A recent study at Baylor College of Medicine in Houston studied 150 people on three different weight-loss programs. The group was divided into three sections: 50 who dieted, 50 who both dieted and exercised, and 50 who exercised.

Study results show those who dieted lost the most weight initially. Those who dieted and exercised lost the second most and those who only exercised lost the least initially.

Who kept their weight off best? Those who exercised kept their weight off and continued to lose. Those who dieted and exercised kept most off and those who dieted only gained it all back in two years.

People may choose to diet alone because they can get immediate gratification with quick weight loss. However, if people can endure the initial weight gain from building muscles by exercising, they will benefit more in the long run.

Economic Outlook

The U.S. economy has not yet fallen into a full-blown recession, "Nor do we think it is about to do so," according to a University of Michigan economic forecast.

"Nonetheless, we believe this to be a time of significant economic cross currents," with positive factors and negative forces clouding the economic picture, according to U-M Professor Saul H. Hymans, Joan P. Cray and Janet C. Wolfe, researchers in the U-M Department of Economics.

"Technically, as of the third quarter this year, the economy may not have

slipped into a classic recession, but it's certainly been slogging through a growth recession for some time," the economists said. "There's ample indication that weakness is still affecting important areas of economic activity."

The forecast was presented by Hymans at the recent U-M 38th Annual Conference on the Economic Outlook. The forecast is based on the Michigan Quarterly Econometric Model of the U.S. Economy, compiled by the university's Research Seminar in Quantitative Economics.

Hymans, Cray and Wolfe expect the Gross National Product (GNP) to decline by 0.6 percent at an annual rate in the last quarter of 1990 and to increase by 1 percent at an annual rate in the first quarter of 1991. The standard definition of recession is two consecutive quarters of decline in GNP.

"When sages look back on this period, they will, in all likelihood, judge it either to have been a mild recession or a near miss," according to Hymans, Cray and Wolfe. "It really won't matter which. We're probably all too hung up on an issue that's more semantic than substantive."

Some of the factors attributed to the slowing economy are high oil prices, the uncertainty resulting from the Persian Gulf situation and tighter credit following the savings and loan crisis, according to the economists. Credit-sensitive sectors of the economy have been hard hit, including auto sales, residential construction and business spending on factories and commercial buildings.

On the positive side, the declining value of the dollar has made American exports more competitive, oil prices may have peaked and will probably begin to decline midway through next year, there's little overhang of unsold goods to push production down further and the Federal Reserve Board has indicated

that it is willing to bring interest rates down.

"All of this combines to yield a forecast of renewed expansion starting early in 1991 and continuing right into 1992," according to Hymans, Cray and Wolfe.

No Beer At Ballgames

A recent study shows the public has very different perceptions about when it is appropriate to drink beer, hard liquor, wine or wine coolers, reports Washington University in St. Louis, Missouri.

Researchers examined the perceived appropriateness of drinking these four types of alcoholic beverages in six different social settings: A celebration like a birthday party or wedding, a nice dinner, relaxing at a bar after work or class, a ballgame, "when the party's really rolling," and after a particularly rough day.

Despite recent efforts to educate the public about alcohol use, people have different perceptions about when it is appropriate to drink the four alcohol categories and about the consequences of excessive use.

For example, 35 percent of respondents said that distilled spirits can lead to alcoholism, while only 8.6 percent said the same about beer. That incorrect belief is reflected in such phrases as "demon rum" and "hard liquor," says one researcher.

Most people surveyed felt wine was appropriate at celebrations or dinners, but not for relaxation or after a rough day. Beer was viewed ambivalently in any of the six settings. Wine coolers are seen as being acceptable at parties, but not ballgames.

Other findings:

- Fourteen percent of drinkers do not believe alcohol causes birth defects. Of those who do, 53 percent said all four types are equally harmful, while

29 percent focused on distilled spirits as the main culprit and 4 percent singled out beer.

- Almost half of those surveyed said distilled spirits contribute to health problems, while only 7 percent and 2 percent respectively said the same of beer and wine. Forty-one percent said all types of alcohol contribute equally to health problems.

- Nearly two-thirds of respondents said beer contributes to underage drinking, while just over 1 percent said the same of wine. Twenty-five percent said that the four alcohol types contribute equally to underage drinking.

- At a ballgame, less than 5 percent said wine was acceptable, while 33 percent felt beer was appropriate. Sizable numbers felt drinking of any kind at a ballgame was inappropriate; beer was deemed inappropriate by 30 percent of respondents; distilled spirits, 35 percent; and wine coolers,

56 percent.

- At a nice dinner, three out of four respondents said wine was appropriate, compared to 14 percent who said beer was appropriate.

- "When the party's really rolling," 49 percent of the drinkers surveyed believe wine coolers are appropriate. People aged 21-29 are significantly more likely than those over age 45 to say that distilled spirits are very appropriate at parties.

Researchers concluded the public needs further education.

Tightening Belts

Corporations are tightening their belts when it comes to business travel expenses, reports *USA Today*.

IBM has set caps on hotel and meal costs, Xerox encourages video conferences instead of out-of-town

meetings and another corporation takes advantage of lower airfares by beginning their meetings on Sunday.

The "red carpet" treatment is even becoming scarce for senior level management as they no longer fly first-class on overseas flights and no longer stay at the most prestigious hotels.

To reduce travel planning costs, more companies are using single travel agencies or hiring travel managers to track costs better. Employees can help cut costs by booking in advance and traveling on weekends to save as much as 50 percent.

Xerox requires its employees to take the lowest airfare that doesn't inconvenience them by more than two hours. They must also stay at hotels approved by the Xerox travel department. Employees have an incentive for staying within these guidelines: If airfare or hotel fees are

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higher than allowed, employees must pay the difference.

Other than watching hotel and airfare cost, there's not much else companies can do to counteract rising travel costs.

Some companies say that despite rising travel costs, employees deserve some degree of comfort while on the road.

Eldercare: A Clear Misunderstanding

An estimated 83 percent of American families never discuss eldercare arrangements in advance, reports *Inform: The Dependent Care Reporter*. When people find themselves in a situation requiring eldercare, they are unprepared and misunderstand their roles as caregivers.

Eldercare is usually labeled as an "upsetting" topic to both elder parents and adult children, so the topic is almost always avoided. However, it will be easier for the caregiver to make decisions in an emergency situation if s/he knows which of the available options are acceptable to the elder. That's why it is important for elders to explain how they want to be treated, since there may be a time when they will be unable to express their wishes. Discussing this ahead of time will also assure caregivers they are fulfilling the elder's wishes when making such a decision.

Those discussing eldercare should not view it as childcare for the elderly. While children become more independent with age, the elderly become more dependent with age. Eldercare is also more unpredictable than childcare, depending on each individual's medical needs and personalities.

Making plans ahead of time can reduce stress on the caregiver. Sudden eldercare responsibilities can force absence from work and contribute to the neglect of everyday obligations. Caregivers are 20 percent more likely to see a physician than non-

caregivers. They also report higher incidences of depression, sleeplessness, weight gain and weight loss than non-caregivers.

Employees' caregiving concerns can result in increased company health benefit costs and reduced workplace productivity.

To address the needs of employee caregivers, employers can offer a variety of insurance programs, resource and referral services and on-site workshops. These services are only valuable if employees feel comfortable using them.

Vacation Travel Remains Steady

Despite a projected shaky economy, few Americans plan to cancel their winter vacations, reports *USA Today*.

Ski resorts and cruise lines expect to maintain their reservations during this winter vacation season. Their advance bookings are holding steady or are slightly up from last year according to some travel experts.

"We'll see little growth this year," says a publisher of one travel magazine, "unlike other seasons where routinely we've seen an annual growth of 3-5 percent in all areas of travel."

Travel industries are looking upon this upcoming season with cautious optimism. For example, Terri Hart Roberts of the Aspen Ski Association says, "We have our fingers crossed. Aspen tends to weather dips in the economy quite well, in part because we have a large percentage of people who aren't limited in their discretionary income."

The Colorado area is using an aggressive marketing campaign to draw first-time skiers. Skiers can choose from packages to 22 Colorado resorts beginning at \$400 including airfare, lift tickets, lodging and equipment rental.

If skiers continue to think travel is expensive, those on the East Coast will stay on the East and flock to

those ski resorts.

It looks like a ski resort in Lake Tahoe may have a good season since there's been a 10-15 percent increase in inquiries since last year. "People will sacrifice in other areas rather than give up their recreation," says Pete Bansen of Squaw Valley Ski Resort in Lake Tahoe.

The same cautious optimism prevails in the cruise industry. Many vacationers look upon cruises as "a great value and an all-inclusive vacation," says Mary Di Landro of the Cruise Lines International Association.

One Hawaii cruise line is freezing its 1990 cruise and airfare package prices. For those who book by the end of December, prices will remain \$1,095 to \$3,695 for seven-day cruises through May 25, 1991.

Offices by Day Classrooms by Night

The college classroom has made its way into a couple suburban office company locations, reports *Crain's Chicago Business*. With business and academia working together, employees can complete their undergraduate degree "after hours."

A couple companies have converted unused office space into classrooms in an effort to turn administrative assistants and secretaries into managers.

The classroom instruction provided by college professors is offered free through tuition reimbursement programs or at little cost to workers. The program offers employees college credit for their workday experiences. Further, the companies have worked with the university to develop degrees specifically suited to their industry.

The program began by accident when 50 of one company's employees registered for a college class they mistakenly thought would be offered on-site. The university realized the demand for on-site education and it developed a partnership with the two

companies to offer this service.

One of the university's administrators says she was "surprised at the number of workers, many at high levels of management, who don't have college degrees."

These companies bringing college courses on-site will help employees take charge of their own careers and educational advancement.

Microwave Reminders

While food cooks in a microwave, its packaging may release potentially cancer-causing chemicals, reports the *University of California, Berkeley Wellness Letter*.

Some researchers are concerned about this potential danger. They are especially worried about the following food packages/containers:

- Heat susceptors: Microwaved food tends to be pale and soft rather than brown and crispy, like foods cooked in conventional ovens. Manufacturers have begun including plastic strips or disks, called heat susceptors, to brown and crisp food (such as pizzas, french fries and waffles). These susceptors are also used to make popcorn pop. The devices absorb microwaves and they quickly become extremely hot, causing food to crisp. They are usually made of metallicized film over polyethylene terephthalate (PET), laminated to paperboard with adhesive.

The FDA has evaluated the safety of the susceptors at temperatures below 300 degrees. They assumed since the microwave ovens heat the food, not the containers, the containers would get no hotter than the food. Recently, though, the FDA

discovered extreme temperatures created by the susceptors, up to 500 degrees, may not only cause PET to migrate into foods, but may also cause components of the adhesives and other packaging materials (including carcinogens such as benzene) to break down and leak into foods.

- Dual Oven Packaging: Packaging designed for use in both microwaves and conventional ovens needs to be looked at. Even if chemicals don't travel to food significantly in the relatively low temperatures of a microwave, they may do so when heated according to directions in a regular oven at 350-400 degrees.
- Margarine and yogurt tubs, reusable containers, etc.: Many people store food in these containers and warm food in them. These containers are not meant to be heated. The food,

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especially fatty foods, can get very hot, melt the container and start a fire. The containers may also contain dangerous chemicals which can be transmitted to food.

No one knows which chemicals from packaging migrate into microwaveable foods, nor whether they pose health risks at these levels. The FDA has asked the industry for more safety information, which might take months. In the meantime, use glassware or "microwave safe" cookware. Don't use heat susceptor packages and use dual oven packages only in microwave ovens.

Fitness and Mortality

A new study confirms lower death rates occur in the physically fit, according to a study completed by Steve Blair and his colleagues at the Institute of Aerobics Research.

What makes this study different from others? It's the largest study yet conducted measuring fitness and risk of dying. The study is also unique because the aerobic fitness of 13,344 men and women was actually measured on a treadmill. Other studies use the less accurate method of self-report of physical activity.

Subjects were assigned to five fitness categories, ranging from low to high, according to treadmill scores. They were followed over eight years to track any deaths and their causes. Results show lower death rates in the more physically fit. Major findings include the following:

- Death rates from all causes for the least-fit men were 3.4 times higher than the most-fit men and for the least-fit women, 4.6 times higher than the most-fit women.
- Higher levels of physical fitness were beneficial, even for those with other risk factors such as high blood pressure, elevated cholesterol, cigarette smoking or a family history of heart disease. Unfit people without these risk factors had higher death rates than fit people with them. "Fitness appears to compensate even

for other risk factors that might shorten life," says Blair.

- Cancer death rates were much lower in physically fit men and women. Scientists consider this a striking finding which must be pursued.
- Even moderate levels of exercise will result in a fitness level associated with a greatly reduced risk of death. According to Blair, "Just getting out of the least-fit category into the moderate-fitness category provides substantial benefits."

How much is enough? The minimum amount of exercise needed to achieve moderate and high fitness is shown in the following walking examples:

Minimum Dose for Moderate Fitness. Women: Walk two miles for less than 30 minutes at least three days a week or walk two miles in 30-40 minutes 5-6 days a week. Men: Walk two miles in less than 27 minutes at least three days a week or walk two miles in 30-40 minutes 6-7 days a week.

Minimum Dose for High Fitness. Women: Walk two miles in less than 30 minutes 5-6 days a week or run two miles in 20-24 minutes 4 days a week. Men: Walk 2.5 miles in less than 37.5 minutes 6-7 days a week or run two miles in less than 20 minutes 4-5 days a week.

Younger people probably need to do a bit more and older people a bit less than is suggested in the walking example.

Volunteer Vacations Offer Tax Deductions

Take a holiday ski trip, visit a national park or roam a wooded nature trail and use tax deductions to help cover travel costs and expenses, suggests *Nation's Business*.

Thousands of those who like the outdoors take these trips each year. In exchange for food and lodging (in some cases), volunteers help charitable organizations by working

on wilderness-trail maintenance or other types of work associated with the organization.

For example, the American Hiking Society's Volunteer Vacation program involves two-week trips involving wilderness-trail maintenance. If you provide your own transportation, the hiking society will provide food and lodging. Those who drive to the trail site should be able to deduct 12 cents a mile for the round trip. Those who fly can deduct airfare, parking and other travel-related expenses.

Arrangements vary depending on the organization and the project. A spokesperson for the Nature Conservancy says on some volunteer projects, "You pay all of your expenses, including food and lodging." In other cases, lodging is provided.

While many volunteer organizations welcome anyone who is interested, some have requirements. The National Ski Patrol System requires you to pass a series of courses in winter emergency care, CPR, toboggan handling, lift evacuation and special skiing skills.

Tax deductions are not allowed while you are in training. After graduating, and when you begin to do patrol work, you can start deducting out-of-pocket travel expenses the same as any other volunteer project.

Not all nonprofit outdoor organizations qualify for tax deductions. Make sure the organization has an Internal Revenue Service rating as a charity. If it does and it fits into your vacation plans, you can get some deductions.

Here are some organizations seeking outdoor volunteers:

- American Hiking Society, 1015 31st St., N.W., Washington D.C. 20007, (202) 385-3252.
- The Nature Conservancy, 1815 N. Lynn St., Arlington, VA 22209, (703) 841-5300.
- National Ski Patrol System, 133 S. Van Gordon St., Suite 100, Lakewood, CO 80228-1706, (303) 988-1111.



Program At-A-Glance

50th Annual NESRA Conference and Exhibit

April 28-May 2, 1991

The Mirage • Las Vegas, Nevada

SUNDAY, APRIL 28

12:00 noon - 5:00 p.m.

REGISTRATION

Group Information/Hospitality

2:00 p.m. - 3:30 p.m.

REGIONAL COUNCIL

MEETINGS

4:00 p.m. - 5:30 p.m.

NATIONAL COMMITTEE

MEETINGS

5:30 p.m. - 6:30 p.m.

FIRST TIMERS HOSPITALITY

7:00 p.m.

OPENING NIGHT THEME

DINNER

4. Program
Motivational Keynote Speaker

11:00 a.m. - 12:00 noon

CONCURRENT SESSIONS

1. Chapter Talk Show—Chapter Operations 101
Speaker: Randy Schools, CESRA, NESRA Past-President, National Institutes of Health
2. Employee Store: Purchasing Strategies
Panel of Speakers
3. Fitness: Corporate Wellness
Speaker: TBA
4. Networking in the '90s
Speaker: Susan Linn, Public Relations Writer/Author
5. Business Planning: Buzzwords for the '90s
Speaker: Robert J. Nemus, Eastman Kodak Company

2. Managing to Travel Safely
Speaker: Alan T. Stutts, Ph.D., Associate Dean and Director, University of Nevada, Las Vegas
3. Effective Written Communication
Speaker: Nancy Huebotter, Hughes Aircraft Company
4. Budgets/Finance
Speaker: Dick Brown, CESRA, Texins Association, Texas Instruments
5. Liability in Recreation Activities
Panel of Speakers

4:00 p.m. - 6:30 p.m.

EXHIBIT HALL GRAND
OPENING

7:30 p.m.

EVENING FREE

MONDAY, APRIL 29

8:00 a.m. - 6:00 p.m.

REGISTRATION

Group Information/Hospitality

BREAKFAST ON YOUR OWN

9:15 a.m. - 10:30 a.m.

OPENING SESSION

Fifty Years of Pride & Progress
(video)

1. Invocation
2. Welcome
Speaker: Frank C. Sain, Executive Director, Las Vegas Convention and Visitors Authority
3. Annual Business Meeting

12:30 p.m. - 2:00 p.m.

GENERAL SESSION:

LUNCH

"Pride, Professionalism,
Excellence"

Speaker: Admiral Bobbie Hazard,
United States Navy

2:00 p.m. - 3:00 p.m.

EXHIBITORS MEETING

(Exhibitors Only)

2:30 p.m. - 3:45 p.m.

CONCURRENT SESSIONS

1. Impact of ES&R on Productivity
Speaker: Craig Finney, Ph.D., Associate Professor, California State University, Northridge

TUESDAY, APRIL 30

8:00 a.m. - 6:00 p.m.

REGISTRATION

Group Information/Hospitality

8:30 a.m. - 9:45 a.m.

GENERAL SESSION:

BREAKFAST

(Recognition of CESRA, CESRL, RVESRA, Chapter Presidents, First Timers)

"Leadership: Fact or Fiction"

Speaker: Richard Flint, Mentalrobics, Inc.

10:15 a.m. - 11:00 a.m.

CONCURRENT SESSIONS

1. Chapter Talk Show: Planning Programs for Maximum Attendance
Panel of Speakers
2. Employee Store Without Walls
Panel of Speakers
3. Fitness: Benefits of Exercise
Panel of Speakers
4. ES&R Survival in the '90s
Speaker: Stephen Edgerton, CESRA, Xerox Corporation
5. Exhibitor Session
Speaker: Ron Jones, CESRA, Ron Jones & Associates

11:30 a.m. - 12:15 p.m.

CONCURRENT SESSIONS

1. Employee Store: Marketing/Publicity
Panel of Speakers
2. Fitness: Diet/Nutrition
Panel of Speakers
3. Fund Raising
Panel: Bronson Pharmaceuticals, Entertainment Publications, Qualex Inc.
4. Public Speaking without Fear
Speaker: Judy Moreo, Moreo International
5. Management Awareness Support
Speaker: Joseph A. Karcher, Director, Human Resources and Plant Protection, Hughes Aircraft Company

12:45 p.m. - 2:30 p.m.

RECOGNITION LUNCHEON

1. Invocation
2. Employer of the Year
3. Member Awards

3:00 p.m. - 3:45 p.m.

CONCURRENT SESSIONS

1. Employee Store: Sales Accountability/Tax Implications
Panel of Speakers
2. Fitness: Health Fairs
Speaker: J. D. Smith, CESRA, General Dynamics Recreation Association
3. Publicity/Publications
Speaker: Liz Martinet,

- Director of Communications, NESRA Headquarters
4. Science of Play: Managing Stress
Speaker: Connie O'Connor, Ph.D., Professor, California State University, Chico
 5. Recycling in the Workplace
Speaker: Ralph Ferrara, CESRA, General Mills, Inc.

4:00 p.m. - 6:30 p.m.

EXHIBIT HALL OPEN

(Refreshments will be served)

EVENING FREE

9:30 p.m.

Entertainment/Hospitality
(Courtesy of Sea World)

WEDNESDAY, MAY 1

8:00 a.m. - 6:00 p.m.

REGISTRATION

Group Information/Hospitality

BREAKFAST ON YOUR OWN

9:00 a.m. - 10:00 a.m.

GENERAL SESSION

"Food, Nutrition & Health"

Speaker: Paul A. Lachance, Ph.D., Professor, Nutrition & Food Science, Acting Chair, Department of Food Science, Cook College, Rutgers University

10:30 a.m. - 11:15 a.m.

CONCURRENT SESSIONS

1. Chapter Talk Show: Leadership Development
Panel Leader: Bob Crunstedt, CESRA, Honeywell, Inc.
2. Employee Store: Into the 21st Century
Panel of Speakers
3. Fitness: You're Never Too Old
Speaker: TBA
4. Beyond Service: The Personal Touch
Speaker: Richard Flint,

5. Mentalrobics, Inc.
Leisure Counseling
Speaker: Maxine Haun, CESRA, Manager, Employee Relations, Rockwell International

11:45 a.m. - 2:00 p.m.

EXHIBIT HALL FINALE
Deli Lunch

AFTERNOON FREE

7:00 p.m. - 8:00 p.m.

NESRA RECEPTION

8:00 p.m. - 11:00 p.m.

CLOSING NIGHT

EXTRAVAGANZA

DINNER

THURSDAY, MAY 2

9:00 a.m. - 10:00 a.m.

GENERAL SESSION

"NESRA Challenge for the Next Fifty Years"

Speaker: TBA

10:30 a.m. - 12:00 noon

CLOSING BRUNCH

1. 1992 Conference Presentation
2. Door Prizes



PREVIEW OF SPOUSE PROGRAM

Monday, April 29, 1991
Special Hoover Dam/
Lake Mead Tour
(Includes lunch)

Tuesday, April 30, 1991
Red Rock Canyon/
Old Nevada Tour
(Includes lunch)



50th Annual Conference and Exhibit
The Mirage • Las Vegas, Nevada
April 28-May 2, 1991

Full Name (Print) _____ Common First Name _____
Company _____ Position _____
Address _____
City _____ State _____ Zip Code _____
Phone _____ Number of Employees _____
Status: Delegate _____ Spouse _____ CESRA _____ CESRL _____ RVESRA _____
Is this your first National Conference? Yes _____ No _____
Expected date of Arrival _____ Departure _____

REGISTRATION PACKAGES: Please circle amount enclosed.

	Prior to 4/1/91	After 4/1/91
Delegate-NESRA Member	\$345	\$370
Non-Member Delegate	365	390
Associate Member not Exhibiting	450	475
Spouse	165	175
Student (Includes sponsored functions)	175	175
Retiree	75	75

SUBMIT A SEPARATE REGISTRATION FORM FOR EACH PERSON. DUPLICATE COPIES OF THIS FORM WILL BE ACCEPTED.

Please include your check payable to NESRA. Advance registration cannot be accepted without full payment. Mail check and registration form to: NESRA, 2400 S. Downing Ave., Westchester, IL, 60154-5199. Any questions, call (708) 562-8130.

Cancellation: Full registration will be refunded if cancellation is received postmarked no later than 4/1/91. After that date, refund cannot be guaranteed.

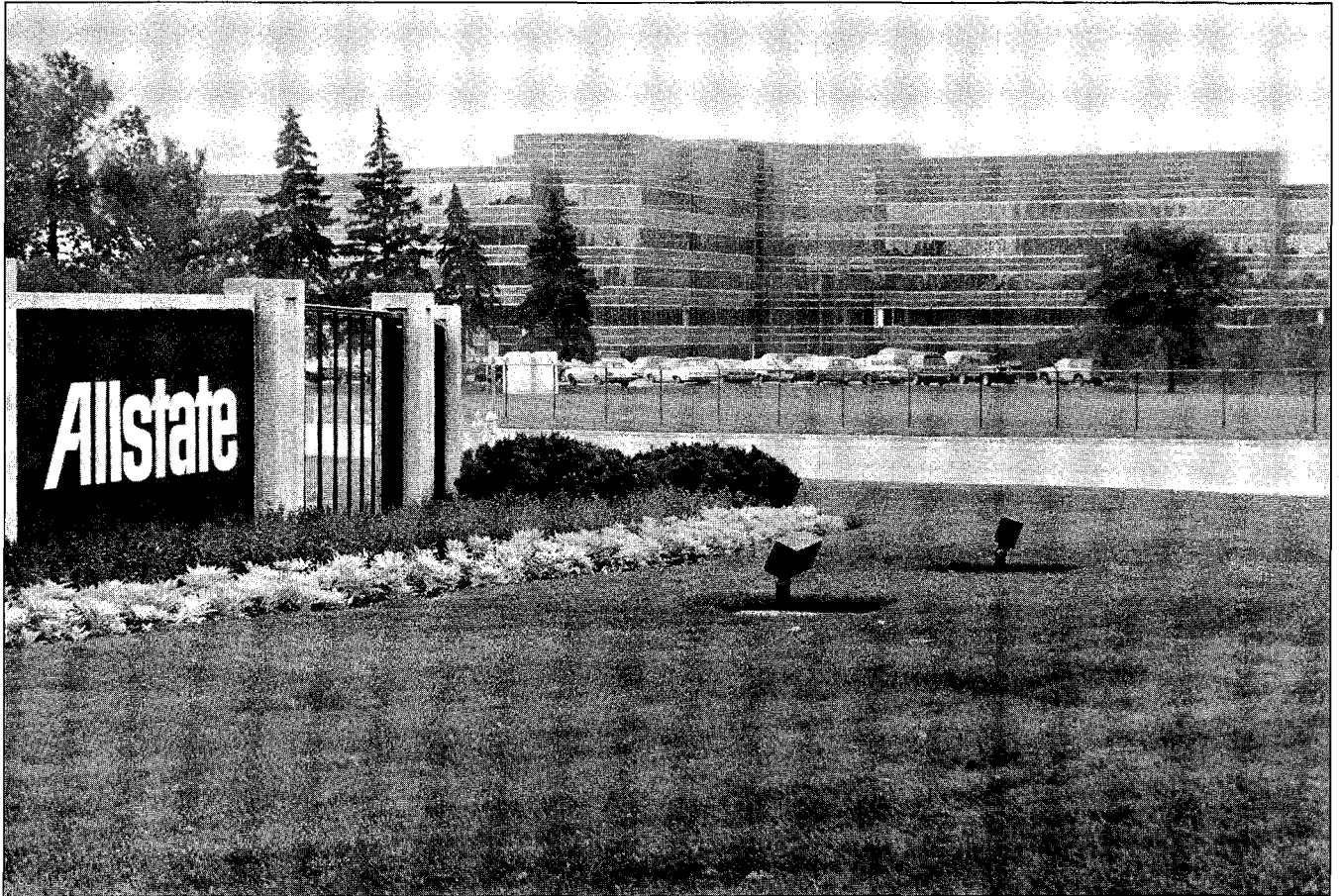
A HOTEL RESERVATION CARD WILL BE PART OF YOUR CONFERENCE CONFIRMATION PACKET. All room reservations must be made directly with The Mirage Hotel. We cannot guarantee room availability after 3/15/91. NESRA Conference room rate at The Mirage is \$93 (single or double—**NO SATURDAY ARRIVALS**—Hotel Policy). Should you prefer to telephone in your room reservation, the numbers are (800) 627-6667 or (702) 791-7444. Be sure to state you are part of the NESRA Conference.

FOR OFFICE USE ONLY

1 2 3 4 5

Exurbia:

The Ruralization of Companies



Many organizations are either choosing or moving to suburban locations. This trend can be attributed to many factors: More affordable land, less congestion, even the opportunity for a campus setting that provides room for expansion. Inherent in suburban locations are a series of opportunities and challenges. This article describes these issues, as well as suburbia's impact on the employee services and recreation manager's programming.

by Deborah L. Hutton

As corporations grow, so does their need for space. Congested, high-rent urban locations often do not afford the luxury of expansion.

The suburbs offer companies the opportunity not only to expand a work location but also to offer a campus setting for employees. The "move" out to the suburbs has many benefits and disadvantages. Transportation, affordable housing and recreational issues are all components which affect the quality of life for suburban corporations and their employees.

THE BEST OF BOTH WORLDS

Allstate Insurance Company weighed all of these factors when they chose Northbrook, Illinois as the site for their corporate headquarters. Northbrook is a suburb of Chicago located approximately 25 miles northwest of the city. Located on 156 acres, Allstate enjoys the benefits of its spacious surroundings while still being within a one-half hour's drive of the city.

The majority of Allstate employees live in the surrounding suburban area. While housing costs are typically on the high side, a diverse group of communities around the area allows employees to find affordable housing. With an outstanding educational reputation, the public and parochial schools in the area offer employees peace of mind regarding their children's education. Daycare centers are also available throughout the area to provide convenience for dual-income or single-parent families.

Crime rates always seem to be an issue when comparing suburban and urban areas. Of course, the population density and broader economic spectrum of the cities produce much higher crime rates. Suburban families can enjoy relative safety compared to the city, since gang-related incidents and high crime frequency have not yet become a daily part of suburban life.

Neighboring communities can still take advantage of the benefits the city

has to offer. Chicago suburbanites often go into the city for cultural events which may not be offered in their town. World-class museums and restaurants lure those outside city limits into Chicago. The diversity of both worlds allows for a full choice of events.

SUBURBAN CHALLENGES

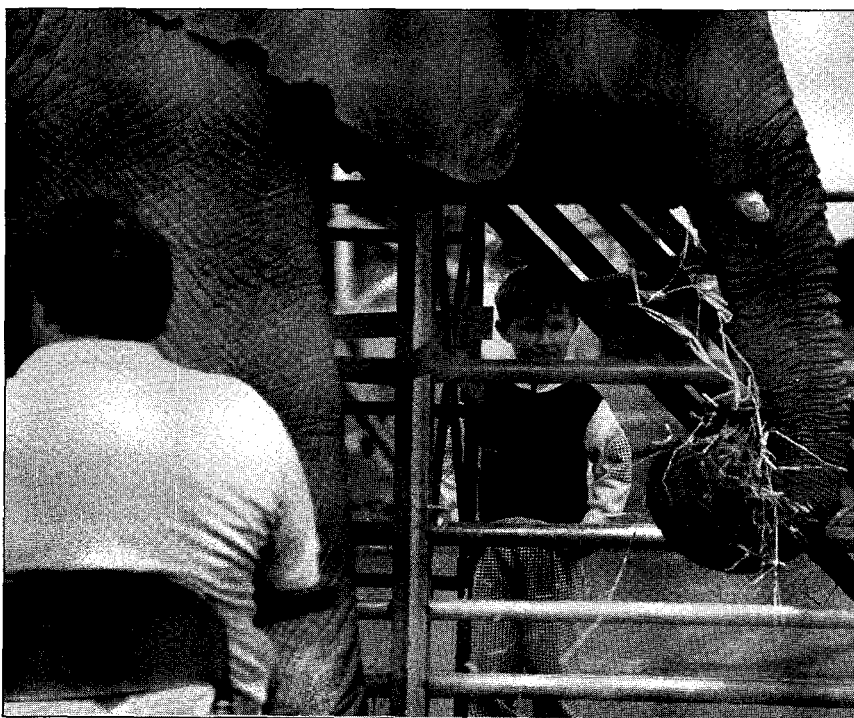
While ample, complimentary parking on Allstate lots takes away the \$12 per day expense of parking in Chicago, commuting can be a problem in the suburbs. Access to major highways is usually not a worry, but the congestion from single passenger cars can cause headaches. While those who choose to remain in the city without the luxury of public transportation can face up to 90-minute commutes each way, many suburban companies offer car or van pooling as an alternative.

Van pool systems are generally employee sustained. One employee volunteers to be the driver in exchange for a waiver on the monthly

fee of participating in the program. Employees are picked up at designated sites and dropped off again at the end of the day. While van pooling isn't for everyone, those with fixed schedules find it a great alternative to the daily car commute. Allstate currently has 41 active vans and has had considerable success with the ride-share program.

Lunchtime can also be a problem. In a suburban company, lunchtime probably means heading to the cafeteria. Going out to a restaurant is a luxury since driving times include five minutes to walk out to the car and drive out of the complex, 10 minutes to drive to the restaurant, and 10 minutes to drive back. That doesn't leave a lot of time for eating. Allstate has invested in high-quality cafeterias which offer employees a wide selection of menu items. Employees feel as though they have an alternative to going to a local restaurant. The cafeteria staff even get involved in employee morale by having theme weeks and offering outdoor grilled items in the summer.

Further, major corporations need to keep a high profile as a leader in their community. Media coverage for



A child watches an elephant eat during Allstate's Family Day Picnic.

community involvement and events in the suburbs does not always come easily. Participation in city issues and concerns, or finding a link between a suburban and a city issue potentially brings more media attention to an event.

This dual-citizen role enhances a company's image and reputation for being a good member of corporate America.

THE ES&R ADVANTAGE

ES&R managers have many advantages to being with a suburban-based company. First, suburban companies usually have space available for sports activities. Allstate offers softball, flag football and volleyball leagues on the grounds, and indoor space for the Toastmasters chapter and other special interest groups and clubs. Allstate's location is close to facilities for the golf, bowling, racquetball and tennis leagues, and the ski club.

Employees can also enjoy the outdoors during the workday by using the pathways. Many companies have constructed pathways around their complexes for employees to use during lunch hours and breaks.

The open land has also allowed Allstate to hold its annual Family Day Picnic on the grounds for the past 12 years. In 1990, approximately 17,000 employees and their families enjoyed 10 carnival rides, 100 craft exhibitors and a wide range of other activities. These benefits would not be as readily available in downtown Chicago or in many other major cities.

Because the majority of employees provide their own transportation and are not tied to train schedules, after-work programs, including sports and educational sessions, are usually well attended. Seminars on issues such as tax law changes can be held right after work in a conference room. Sports leagues can take advantage of scheduling throughout the week to encourage more participation.

Many big corporations also find it advantageous to offer an employee store on-site. Employees who might not be able to get to a store otherwise, can purchase small gifts, cards or other merchandise by walking down the hall.

PROGRAMMING PITFALLS

Since employees live in communities scattered throughout the

suburbs, it's not always easy to plan programs and outings that provide easy access and convenience for everyone. Selecting special events such as circus outings, theatre nights and getaway weekends can be challenging.

While most of the cultural activity is in the city, many suburban dwellers prefer not to make the special trip for an employee outing. Even providing transportation isn't the best answer because so many employees want to drive home on their own after the event.

A good balance of location sites is essential to a suburban ES&R program. However, the planner should always consider where the concentration of employees are located. As in all other things, you can't please everyone.

CONCLUSION

While the argument may long endure, worklife in the suburbs is an excellent alternative to the city. The opportunity for open space, trees, ample parking and excellent recreational facilities all enhance the reasons for corporations to locate beyond city limits.

As ES&R professionals, we can only hope our companies will provide us with the proper setting to execute our jobs effectively. While being located in a suburb does create some programming challenges, the advantages outweigh the need to be creative in planning ES&R activities in which everyone can participate and enjoy.

There's still a big difference between looking out the office window at a tree or the torn-down building across the street. I prefer the tree.



Allstate employees have the advantage of being able to participate in the National Employee Health and Fitness Day, for which Allstate serves as the corporate sponsor, on company grounds.

Deborah L. Hutton is a corporate relations staff specialist for Allstate Insurance Company in Northbrook, Illinois. She has coordinated Allstate's employee services and recreation programs for the past two years.

Employee Services and Recreation Programming



Employee services and recreation programming focuses on offering programs and services responsive to the needs of employees, while also addressing management's concerns. It is up to ES&R managers to successfully balance these differing perspectives. Here's how.

by James A. Busser, Ph.D.

Industrial recreation programs have grown from modest beginnings. A company opened a library for community use in 1854; other businesses provided sports programs for their employees; some organizations planned picnics and furnished their employees with clubhouses. It was from these roots that the first employee association was formed. Much has changed in the workplace since the inception of what are now referred to as ES&R programs. Their contribution to the corporation and the employee continues to remain vital to the needs of both (Tober, 1988).

Employee services and recreation programs are now characterized by their eminent variety. Awarding a gold pin with the corporate logo signifying 25 years of

employment; conducting lunchtime exercise programs or art classes; facilitating the computer club's meeting; purchasing Christmas cards; health promotion; and administering a film processing shop are all examples within the range of possible services. These are a diverse set of activities whose common bond is the setting in which they take place.

The activities are representative of the unique role of employee services and recreation. At the core of this role is the actual involvement of employees in programs and services which meet their needs and fulfill management and employee expectations. The development of programs and services which employees can enjoy is perhaps the

most challenging and rewarding aspect of providing corporate employee services.

THE PROGRAM PLANNING PROCESS

The planning of employee services and recreation programs is a future-oriented process that reduces uncertainty and chance. Program planning is a continuous process that requires diligent efforts and careful attention. Planning is goal-oriented; it is intended to determine and address the benefits to be derived by the company and the employee as a result of the provision of and involvement in ES&R programs. It is important not only to identify the goals to be achieved through the provision of services but also to articulate the means to achieve them (York, 1982). This is the underlying role of the ES&R manager. The program planning process is outlined in the chart below.

ES&R's MISSION

The provision of ES&R programs encompasses the efforts made by the corporation and the employee association to improve the quality of worklife for all employees. Quality of worklife is defined "as a process by

which all members of the organization, through appropriate and open channels for communication, have some say in decisions that affect their jobs in particular and the work environment in general, resulting in greater satisfaction and reduced levels of stress" (Schuler, 1984, p. 437). Quality of worklife is a phrase that represents a philosophical orientation in the workplace often referred to as organizational culture or management style, through which employees experience feelings of ownership, self-control, responsibility and self-respect.

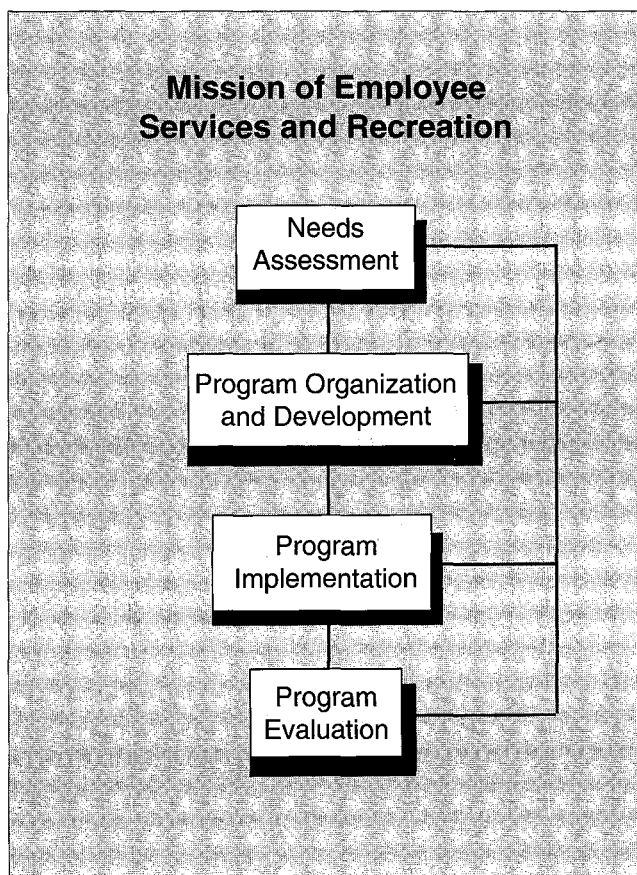
The organizational environment is the primary focus for programming designed to enhance the quality of worklife through ES&R programs. Improving the quality of worklife refers to activities that impact the conditions that affect an employee's experience at the workplace. Some quality of worklife activities relevant to employee associations include providing opportunities for (1) individual choice, (2) participation in decisions, (3) safety and health, (4) development of human resources, and (5) satisfaction of social needs (Hellriegel, Slocum & Woodman, 1989). The corporation's provision of these activities focuses on improving employee satisfaction, increasing job involvement and productivity, and reducing stress, turnover and absenteeism while enhancing profits, competitiveness and survival for the organization (Schuler, 1987).

The mission of an employee association stems from this quality of worklife perspective and provides guidance in the determination and provision of ES&R programs. Further, this philosophical perspective suggests the distinct contribution ES&R programs offer to the employee and the corporation. Employee associations are in a unique situation. Their mission must be a blending of the values of all the corporate actors involved including management, the employees and the professional association staff.

The mission of ES&R drives the development of specific goals which focus on and impact the range of programs and services provided to employees. Each phase of the program planning process is affected by this mission. Employee associations can provide a wide array of ES&R programs. To articulate the mission which underlies the provision of services and programs requires an examination of both the issues and the benefits that accrue to the corporation and the employees from participating in an organized program.

NEEDS ASSESSMENT

While certain outcomes or benefits are desired by organizations through the provision of ES&R programs, one must assume that employee attitudes and behaviors will change only to the extent that those services are personally meaningful to them. To be effective, employee services must address employees' real concerns and interests. Identifying these concerns and interests is the



primary function of needs assessment. Managers in leisure service organizations have reported that the determination of constituent needs was one of the most important functions of their work and required a great deal of their time and attention (Busser & Bannon, 1987).

Needs assessment is defined as an applied research process for gathering data useful for individual and group planning purposes. Needs assessment is important for a variety of reasons. First, it provides a logical starting point for the development of ES&R programs. The content of employee programs should not be determined solely by the budget or what was done in the past, but be based on the results of an assessment of the needs of the employees. Without a needs assessment, programs and services are provided on the intuitive basis of what is believed to be the employee's needs, without verification of those assumptions. Successful programs must keep the employee's perspective in mind. A program that focuses on real needs is perceived by employees as a sincere effort to improve their own and their families' well-being (Garzona, 1989).

Second, needs assessment allows the programmer to investigate the full range of employee interests, concerns and attitudes, rather than narrowly defining their perceived needs. Creative, visionary programming is much more likely to evolve from such a comprehensive, inclusive assessment. Comprehensive needs assessment allows the programmer to identify and target program components based on the salient priorities of their employees. This comprehensive needs assessment provides the foundation for the establishment of programs whose scope and services are broadly, rather than narrowly, defined.

PROGRAM ORGANIZATION AND DEVELOPMENT

The information gathered in an employee needs assessment is utilized to identify the specific programs and services identified as needed by employees and the corporation. Once a program is identified for development, there are a variety of decisions to be rendered by the association. First, goals and objectives should be written. Goals and broad statements of program intent provide direction toward the development of the program's content. Objectives are the specific, measurable outcomes of the program and state the desired result of employee involvement in the program. Second, the program format should be chosen. Program formats (e.g., club competitions) are the structures through which the activity is organized and presented (Russell, 1982). Program formats are selected on the basis of which structure provides the best method of facilitating the goals and objectives of the program. Third, the scheduling of the program must consider seasonal constraints, the duration of the program, the number of sessions and the time of day

that the program will be offered. Each of these scheduling factors are critical to maintaining employee interest and participation. Finally, the manager should document the organization and development phase of the programming process in a written program plan. The plan serves as the basis for managing and operating the program.

PROGRAM IMPLEMENTATION

In order to ensure success, the implementation of programs and services requires careful attention to detail. Several key implementation tasks and decisions must be made. First, a decision must be rendered as to whether the program will be provided by in-house staff or through outside experts. Contracting for the implementation of programs has become a popular method of satisfying the needs of employees and the corporation. Second, there is often inadequate funding to meet all the needs and wants of employees. As a result, generating additional funds and pricing services and programs is of paramount importance. Consideration should be given to a pricing perspective that is most congruent with the goals of the company and the employee association. Third, advertising and promotional tools are designed and utilized to communicate to employees the opportunities for involvement in programs and services. There are a variety of low-cost methods available in the corporate setting to promote programs. Fourth, liability is a significant concern for any organization providing recreation areas, facilities and programs. Issues related to employee safety and worker's compensation need to be addressed.

There are myriad details to consider and tasks to perform. It is often useful to organize these tasks and details through the use of a flow chart or checklist. This facilitates the determination of relevant implementation tasks and the assignment of particular responsibilities to staff.

PROGRAM AND SERVICE EVALUATION

Evaluating programs and services is the final component of programming. Evaluation is a process through which a manager gathers information on the merit or worth of a program or service. The overall goal of evaluation is to improve the quality of programs and services provided to employees. As illustrated in the program planning model, program evaluation is guided by the mission of ES&R. For example, the questions posed and data collected through the evaluation effort will focus primarily on information related to the intended purposes of the corporation in sponsoring an employee association.

The two principle purposes of evaluation are program

management and accountability. First, evaluation supports the program management function by providing the manager with feedback on the strengths and weaknesses of the program as it is currently being conducted. Evaluation techniques may be used to gather the information necessary for a manager to make an informed decision regarding program provision, modification or termination. Evaluation can focus on a number of different issues, such as the determination of goal attainment, resource utilization, examination of the implementation and delivery of services and the measurement of program/services outcomes (Madaus, Stufflebeam and Scriven, 1983).

Second, program evaluation may also be used to collect data to demonstrate program accountability to the corporation and/or its employees. There is an increased demand from funding sources, as well as consumers, that service providers be responsible for both the effectiveness and the efficiency of those services provided. Objective data is used to demonstrate to others the benefits associated with the program, as well as an appropriate utilization of resources. According to Edington, Edington and Yen (1988), few employee associations are currently required to justify programs and services. However, corporations are increasingly interested in the return they obtain from their financial investment in employee associations. Without program evaluation which provides accountability information, employee associations are likely to experience diminished funding.


SHAPING THE FUTURE

There are several challenges facing society that have direct implications for the ES&R manager. Changes in the composition of the workforce, such as a rise in the number of older workers, a dramatic increase of women working and a multicultural employee composition, along with increasing health care costs, will all affect ES&R's future program provisions. Taking a proactive stance regarding these challenges and issues is essential. Attempting to identify and develop programs and services responsive to these issues allows the ES&R manager to contribute to the shaping of the future. This perspective will enhance the importance of the contribution of ES&R programs to the employee and to the corporation.

CONCLUSION

The corporate programming perspective focuses on enhancing the provision of programs and services responsive to the needs of employees while also addressing the concerns of the corporation and management. It is a delicate balancing act for ES&R departments to incorporate the perspectives of employees,

management and professional staff in their delivery of programs and services. In order to be responsive to these groups, managers must conduct needs assessments annually and utilize this information as the basis for program development. Once programs have been identified, organized, developed and implemented, evaluation procedures should be utilized to gain an understanding of the contribution or worth of the programs for employees and the corporation. This information directly impacts the provision of future programs and services.

Responding to the many issues surrounding the provision of employee programs and services is certainly a challenge. Associations and ES&R departments can position themselves for future prosperity by providing meaningful programs and services to employees and documenting the program outcomes for management. The future looks bright for ES&R and the challenge awaits. 

James A. Busser, Ph.D., is an assistant professor in the school of health, physical education and recreation at the University of Nevada, Las Vegas. This article is an excerpt from his book, Programming for Employee Services and Recreation, the second in a four-part series of books published by NESRA about employee services and recreation issues.

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Helping Make NESRA a Household Word



An Interview with NESRA's 1991 President, Bob Pindroh, CESRA

ESM: Tell us about Bob Pindroh.

PINDROH: I am an average guy with a zest for life and all it has to offer. I went to college on a baseball scholarship and have earned two post-graduate degrees. As a family man, I enjoy watching and being a part of my wife's career and seeing my children meet the challenges of their daily activities (I don't, however, enjoy growing old!). I love the outdoors and traveling, and feel as comfortable "roughing it" as staying in an expensive hotel. I enjoy

participating in athletics and following my favorite team, the San Francisco 49ers.

At the office, I get great satisfaction from assisting my fellow employees prosper in their careers; in particular, helping students prepare for entrance into the ES&R field. I am enthusiastic about our field and feel that ES&R will have an important and vital role to play in our corporations' futures.

ESM: What do you enjoy in your spare time?

PINDROH: Hiking, boating, gardening and reading.

ESM: How did you get involved in employee services and recreation?

PINDROH: By fortune. I was working for a physical fitness company lecturing on and setting up fitness programs for fire/police departments, schools and corporations, when one of the corporations I made a presentation to hired me to establish an employee recreation program. That was 15 years

ago and I still enjoy being in this field.

ESM: What are your responsibilities at Lockheed?

PINDROH: I serve as the executive director of the Lockheed Employees' Recreation Club (LERC) and president of the LERC Employee Store, Inc. in Burbank, California. In these capacities, I work with two boards of directors and serve as a liaison with Lockheed management to direct the operations of both entities.

Our recreation programs include athletic leagues and tournaments, hobby clubs, fitness/wellness programs, special events, referrals, discounts and travel. The employee store sells Lockheed logo items and other small fair-trade merchandise.

ESM: What are the reasons a company should sponsor an employee services and recreation program?

PINDROH: There are many reasons, but simply put, it makes good business sense. People are the core of every successful company. They are its strength, vitality and competitiveness. Companies that sponsor and promote ES&R programs send a powerful message to their employees that the company cares for them. This helps build morale which contributes to increased employee productivity. Secondly, ES&R programs provide opportunities for employees to enhance their health and reduce their need for health care, thereby contributing to lower costs in this area. Thirdly, many companies today are "downsizing/rightsizing" to remain or become more competitive. To maintain that competitive edge, however, companies need "talented" employees. ES&R program offerings attract and retain such individuals. I know this to be the case with a number of individuals here at Lockheed. In fact, the sale of a subsidiary was held up this past year, partially due to employee concerns that LERC program offerings would

still be offered at the subsidiary.

Participation in ES&R programs fosters an attitude of team spirit and a better understanding among employees. They also set the stage for the development of future leaders (managers and supervisors) of the company.

ES&R programs nurture the lifeblood of every company—its people. It is the only benefit a company offers where you don't have to have some misfortune befall you or be with the company for a certain period of time to take advantage of it.

ESM: What do you perceive is ES&R's "niche" in an organization? Part of human resources? Community relations/PR? Its own entity?

PINDROH: It is my belief that ES&R should have its own identity within the corporate structure. Ideally, it should be separately incorporated with a governing board of directors comprised of recreation, legal and finance professionals, and employee volunteers, managed by a full-time staff of university-trained recreation directors.

The functions and responsibilities of this organization would be to cover nearly all aspects of employee success and well-being at the workplace. This would include, but not be limited to, recreation, fitness/wellness, food service, employee store, preretirement, employee recognition, blood drive, youth summer camp, newsletter, dependent care and employee assistance programs.

If people are the key to the success of a company, as many company annual reports will attest, then I suggest that ES&R be equivalent to other functions critical to a company's success.

ESM: How do you feel employee services and recreation should address the needs and interests of a changing workforce?

PINDROH: ES&R should be proactive and dynamic. It must be

flexible and quick to change as the needs require. For those of us responsible for these programs and services, we need to stay abreast of societal and global issues and trends, and accurately analyze them as to their current and future impact on our employees.

Programs need to be evaluated annually and discarded if of little value. To hang on to an activity simply because it has "always been offered" or "other companies do it," neither benefits employees nor the company.

ESM: How do you feel ES&R helps balance work/family responsibilities?

PINDROH: ES&R helps in many ways. It provides programs and activities that can include the whole family. Special events such as company picnics, children's Easter Egg Hunts, dances, travel, Christmas parties and discount tickets provide opportunities for families to participate together. Dependent care offerings can put employees' minds at ease while they focus on work responsibilities and/or career development.

Through the availability of sound fitness/wellness, athletics and hobby club programs, ES&R can provide avenues for tension relief, enabling individuals to better cope with the stresses of daily living, work and family.

ESM: What could/should we be doing to involve more academic persons in our association?

PINDROH: We need to more actively "reach out" to the academic community and begin to communicate our needs to them and solicit their help in conducting research, training present and future leaders, developing long-range plans for our ES&R organizations, providing student interns, and publishing articles for ESM and texts.

I believe we've made only a half-hearted effort in this area. We've

limited ourselves to those academic individuals associated with recreation and/or fitness. What about those in the schools of business or education? Those schools have individuals trained to assist us with developing business plans, marketing, accounting, finance, law, journalism, youth summer camps, daycare centers and more. These areas concern all of us in the ES&R field.

Our universities, colleges and community colleges have resources available to us that we don't take advantage of. It'll take a lot of work, but as NESRA begins its second 50 years, I hope we'll begin to develop a closer relationship with the entire academic community.

ESM: What advice would you give to a company that is just starting to organize an ES&R program?

PINDROH: I would advise them to plan for success and be committed to being successful. It has been my experience in starting an ES&R program from literally nothing and observing other start-ups that, once ES&R programs were introduced, the programs "explode" and continue to prosper. Our programs and services reach the "heart and soul" of our employees and they respond to our offerings. Some companies venturing into the arena for the first time seem to be too preoccupied with participation levels and underestimate the resources needed to support ES&R so it can meet employee and company needs.

ESM: We've just completed a three-year strategic long-range plan. How did you find the experience of serving on this committee and what are some key elements of the plan?

PINDROH: Serving on the long-range planning committee was a rewarding experience. I served on the first planning committee as well and feel honored to have been able to make direct input into shaping our association's future.

Key elements of this plan, I believe, are the need to promote ES&R as an integral part of our firms, developing our staff and enhancing two-way communication (better customer service) among our membership. All of these elements are intended to bring greater visibility and understanding of the ES&R field and NESRA to the general employee populace.

ESM: What is your perception of the value of volunteering to serve on a NESRA committee? What advice would you give to encourage others to become involved in NESRA?

PINDROH: The value of serving on a NESRA committee provides all of our membership the opportunity to have a "say so" in shaping our association.

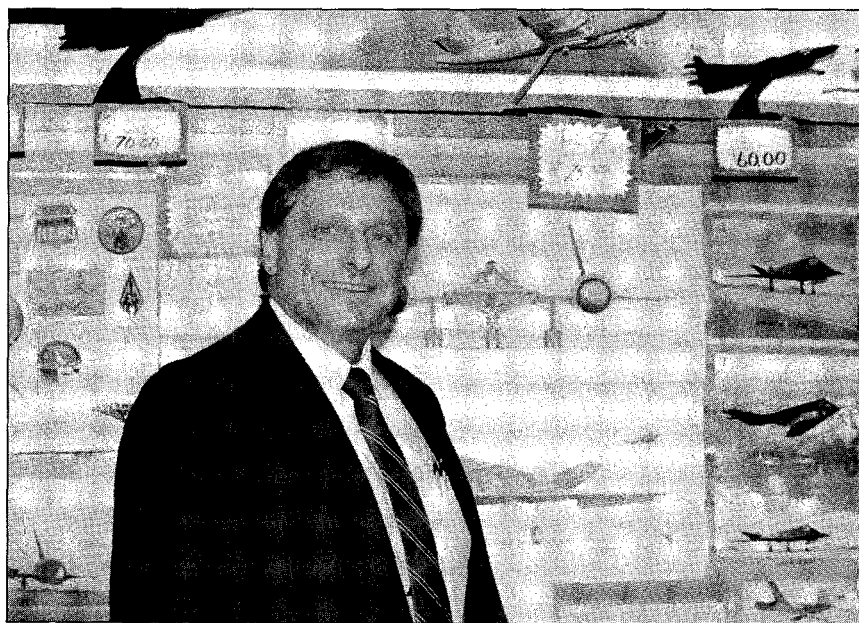
Everyone I have met in my 15 years in NESRA is more than capable of making a positive contribution to NESRA. Our association has people with skills in finance, communications, wellness, education, marketing, recreation programming and management, to name a few. These talents are all needed to build a strong association. Our members

simply need to "jump in and go for it." NESRA needs you!

ESM: You've attended over a dozen national and regional conferences. What does an experienced member like yourself gain from these conferences? On the other hand, what can a novice expect to learn?

PINDROH: I have not been to a conference, committee or board meeting where I haven't learned something that has helped me in my daily job. Conferences are not only valuable for the learning sessions, but also for networking opportunities. Every individual you meet, no matter how long they've been in the field, offers a unique resource for you in solving problems or providing ideas for better ES&R programs and services.

For the novice, conferences open whole new vistas of learning, networking, problem solving and making friends beyond the "friendly confines" of companies or local chapters. At a conference, no experience or conversation can be too small. I remember riding up an elevator with an individual from a large petroleum company, whom I



President Pindroh proudly poses in front of some of his favorite employee store items.

regard as a real expert in the fitness/wellness field, discussing our company's wellness committee. When we reached his floor, he thanked me for the information I shared and told me I just "paid" his conference registration fee. In my years of conference attendance, I've heard similar stories. Our members need to stop asking, "Can I afford to go to the conference?" but rather ask, "Can I afford NOT to go to the conference?"

ESM: What is the future of employee stores?

PINDROH: I believe the future of employee stores is bright. As companies "restructure" and "trim fat," ES&R is competing for fewer available company funds. Generating more of our own operating revenues is an answer to this limited funding. It has been shown that employee stores can provide that funding. In addition, they provide a tremendous cost saving benefit for our employees. Employee stores are a win-win entity.

The employee store section is one that will be given more attention in the future. An employee store committee has been established to ensure the full potential of employee stores is researched and developed.

ESM: NESRA will be celebrating its 50th year in 1991. Why do you think it's survived and grown for so many years?

PINDROH: NESRA has survived and grown due to the dedication of its members and the ability to adjust—and adjust quickly—to meet the needs of a changing marketplace. I believe our new structure will enable NESRA to better utilize the talents of our members to more effectively meet each new challenge presented in our companies and to NESRA.

ESM: What ingredients are needed to put together a winning combination for NESRA, say, like your favorite team, the 49ers?

PINDROH: Winning teams and organizations are comprised of three main ingredients. Foremost is talented and committed players. I use the term talented and committed together because talent alone is not enough. The players must be committed to winning, which means all the facets that bring about winning: Dedication, selflessness, health, strong work ethics, tolerance, perseverance and a belief in themselves. These all equal teamwork. What goes on on the playing field is a mere result of a team applying these ingredients.

Secondly, a team needs visionary leadership. That is a coach, or a front office with a long-range plan for its future. Some teams are committed to winning a championship one year; others, in forming a "dynasty" of many championship seasons.

Thirdly, they need adequate financial and physical resources to fulfill their vision. These resources can be acquired through proper planning and effort.

These ingredients are interdependent upon each other. They are all necessary and required if NESRA is to establish itself as an association leader.

ESM: As the cliché states, "Hindsight is 20/20." What are

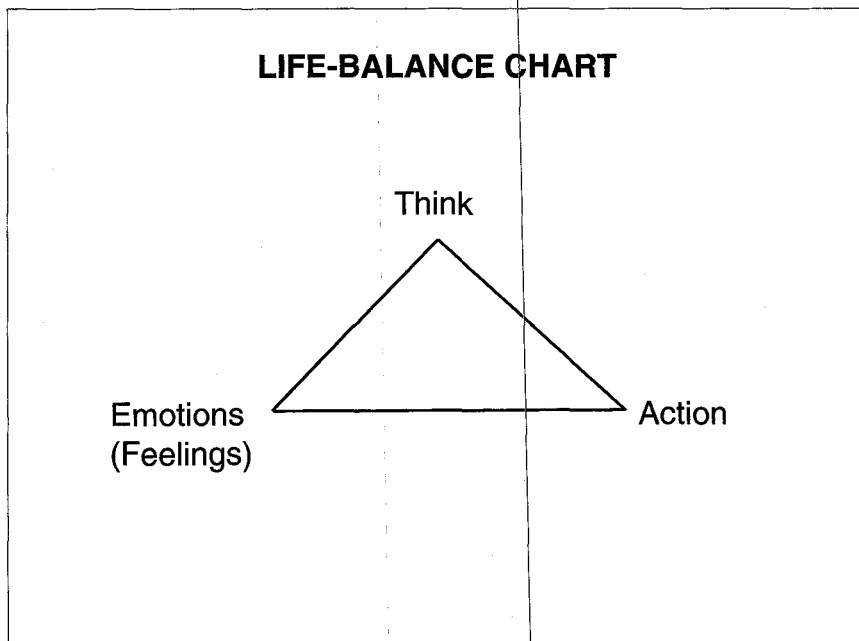
some important things you have learned?

PINDROH: In looking back over my career in ES&R and NESRA, the biggest lesson I've learned can probably be summed up by the diagram below.

As individuals we've all had strong emotions about how we feel things (NESRA) should be or how problems should be solved. Sometimes we've gone immediately from emotions to action and "gotten burned." I know I have. But whenever I have taken time to think things through before taking action, the results are much better. As a manager, NESRA director and family man, I've put the chart into practice and found it to lead to win-win situations every time.

ESM: What would you like to be remembered for after your term as president is complete?

PINDROH: I would like to be remembered as the individual who chartered NESRA's course toward becoming a household word among corporations (foreign and domestic) as the premier association that fulfills all the needs of the ES&R community.



NESRA's 1991 Buyer's Guide and Services Directory

*A Collection of Cost-Saving
Products and Services*

The *Buyer's Guide and Services Directory* is a tool to help you begin, improve or expand your ES&R program, including your employee store. It is an annual listing of NESRA National Associate Members and their offerings. With the *Buyer's Guide*, you can offer your employees an array of items/services from discount tickets for amusement parks to discounts on hotel stays, jewelry, sportswear and cars. In addition, you can use this directory to find facilities, supplies and consultants to help you implement effective ES&R programs and/or stock and operate your employee store.

Read through the *Buyer's Guide* to see what is available to you and your employees. Then, call your National Associates to receive more information about their products/services. To serve as a quick reference, the directory is broken down into these 11 categories:

- Awards/Recognition Gifts
- Family Entertainment/Attractions
- Fitness Equipment/Facilities/Services
- Hotels/Resorts
- Merchandise Discounts/Fund-Raising Programs
- Photofinishing
- Specialty Services
- Sporting Goods/Fitness Information
- Sportswear
- Travel: Cruise Lines/Airlines
- Travel Information/Agencies/Visitors' Bureaus

Keep this issue of ESM throughout the year and use it as a resource when offering discounts, planning employee activities and ordering employee store merchandise. Share these discounts with your organization's employees.

As NESRA gains more National Associate Members, their products and services will be printed in every other issue of ESM in the "Buyer's Guide Update" department. Collect the "Buyer's Guide Update" pages and file them with this issue for your easy reference throughout the year.

The National Associate Members have joined to serve you. Use their products and services as often as possible!

AWARDS/ RECOGNITION GIFTS

AWARDS BY KAYDAN
909 Main St.
Antioch, IL 60002-1508
(708) 395-2900
Contact: Daniel Dreyer

EMBLEM & BADGE, INC.
859 N. Main St.
P.O. Box 6226
Providence, RI 02940
(800) 556-7466
(401) 331-5444
Contact: Bill Melzer

Emblem & Badge provides many facets of service award programs from plaques to lucite embedments to customized advertising specialties. Send for a free 52-page catalog. NESRA members receive up to 75 percent off listed prices.

G. NEIL
3317 S.W. 11th Ave.
Ft. Lauderdale, FL 33315
(305) 522-4994
Contact: Jaye Lasine

G. Neil is a state-of-the-art source for human resource products including personnel forms, motivational products, certificate awards, greeting cards and office and safety products.

ONEIDA SILVERSMITHS
Kenwood Station
Oneida, NY 13421
(315) 361-3211
Contact: Bill Hicks

Oneida Silversmiths offers silver-plated holloware, stainless steel flatware, sterling flatware, silver-plated flatware, crystal and cutlery to NESRA members at discounts of up to 60 percent.

OVATION AWARDS, INC.
44 Lehigh Ave.
Paterson, NJ 07503
(201) 345-1088
Contact: William Barra

FAMILY ENTERTAINMENT/ ATTRACTIONS

AMF BOWLING CENTERS
2675 Paces Ferry Rd., Suite 215
Atlanta, GA 30339
(404) 433-2222
Contact: Dan Rochin

AMF Bowling Centers offer free group bowling parties and special discount prices exclusively for NESRA members and their families in bowling centers across the country.

AMERICAN POOLPLAYERS ASSOCIATION, INC.
1000 Lake St. Louis Blvd., Suite 325
Lake St. Louis, MO 63367
(314) 625-8611
Contact: Phil Martin

American Poolplayers Association, Inc. offers a nationwide program of Amateur Handicapped Billiard Leagues. Ladies and gentlemen, regardless of their ability, can enjoy this top recreational sport in a team format.

BILTMORE ESTATE
One N. Pack Sq.
Asheville, NC 28801
(704) 255-1718
Contact: Dale Rice

The Biltmore Estate offers NESRA members an employee discount to the "Biltmore House" through a direct purchase program as well as consignment program. For more details, please call or write.

BRUNSWICK RECREATION CENTERS
520 Lake Cook Rd., Suite 400
Deerfield, IL 60015
(708) 317-7300
Contact: Susan Schory-Jones

Brunswick, the largest chain operator of family bowling and recreation centers worldwide, offers free group bowling parties to NESRA companies wishing to organize a bowling program for their employees on a local or national basis.

BUSCH ENTERTAINMENT CORP.
c/o National Sales Office
1604 Trebor Ct.
Lutherville, MD 21093

(301) 560-1377
Contact: Nancy Lanagan

The Busch Entertainment Corp.'s family of theme parks offers discounts at Busch Gardens, Tampa; Busch Gardens, Williamsburg; Cypress Gardens, Winter Haven; the Sea World parks in California, Ohio, Orlando and Texas and our water park, Adventure Island in Tampa, Florida.

**FLORIDA'S SILVER SPRINGS/
FLORIDA'S WEEKI WACHEE**
P.O. Box 370
Silver Springs, FL 32688
(904) 236-2121
Contact: Lannie Avery

Silver Springs offers you a voyage on a jungle safari, a breathtaking ride on a world famous glassbottom boat and Florida's largest exotic animal petting park. The mermaids of Weeki Wachee perform beautiful underwater shows and thrilling free flying birds of prey shows.

GROUP DISCOUNT ATTRACTIONS
64 Division Ave.
Levittown, NY 11756
(516) 735-4200
Contact: Carole Fishman

Group Discount Attractions are licensed theatre party and group sales agents for Broadway theatre, off-Broadway theatre, Radio City Music Hall, Lincoln Center. Producers very often discount tickets to groups of 20 or more for such productions as "Les Miserables," "Cats," "Piano Lesson," etc. Luncheons as well as tours of New York City can be arranged.

**ICE CAPADES/HARLEM
GLOBETROTTERS**
6121 Santa Monica Blvd.
Hollywood, CA 90038
(213) 461-5400
Contact: Ruthanna Terreri

Ice Capades/Harlem Globetrotters offer substantial savings on performances. A variety of programs are available, developed especially for NESRA members, to benefit employees.

KINGS ISLAND
c/o Group Sales
Kings Island, OH 45034
(513) 398-5600
Contact: Jerry Greager

Kings Island Theme Park offers visitors seven themed areas containing world-class

rides, attractions, Broadway-style shows and 12-acres of wet and wild water activities for all ages. Admission discounts are available to NESRA companies through a variety of ticket programs.

MARINE WORLD AFRICA USA

Marine World Pkwy.
Vallejo, CA 94589
(707) 644-4000 ext. 228
Contact: Cyd Antang-Scheer

Marine World Africa USA is a one-of-a-kind wildlife park and oceanarium. It is home to a wide variety of animals of land, sea and air. Marine World's Wild Card Club is a free employee/member discount program (minimum 100) that entitles card holders and guests to a 15-30 percent discount (depending on season) on park admission. Group picnics and consignment tickets are available.

MEADOWLANDS ARENA

P.O. Box C-200
E. Rutherford, NJ 07073
(201) 460-4114
Contact: Norine E. Barnett

The Meadowlands Sports Complex—Meadowlands Arena, Giants Stadium and Meadowlands Racetrack—is America's number one sports and entertainment address offering the finest year round in professional sports, college and amateur athletics, concerts, family shows, Indy car racing, thoroughbred and harness racing, and other special events. Group discounts are available.

MEDIEVAL TIMES DINNER AND TOURNAMENT

7662 Beach Blvd.
Buena Park, CA 90620
(714) 634-0213
Contact: Jim Lennartson

Medieval Times offers special \$2.50 discount coupons good for all performances except Saturdays. Cheer for brave knights on horseback who compete in daring tournament games, jousting matches and sword fights. Come see the show that's become a legend.

MEDIEVAL TIMES DINNER AND TOURNAMENT

149 Polito Ave.
P.O. Box 327
Lyndhurst, NJ 07071
(201) 933-3352
(800) 828-2945
Contact: Debora Kenny

Medieval Times Dinner & Tournament offers NESRA members a \$2 savings off regular admission, up to 10 percent on group rates on a journey back to the year 1093 inside an 11th century European style castle. Feast on a banquet dinner while watching daring knights on horseback jousting and sword fighting.

MOUNTAIN RIVER TOURS, INC.

P.O. Box 88, Sunday Rd.
Hico, WV 25854
(800) 822-1386
Contact: Margaret Kuhn

Mountain River Tours, Inc. offers adventurous whitewater rafting, fishing and scenic float trips. Call for free information on an employee discount program.

NEW YORK YANKEES

Yankee Stadium
Bronx, NY 10451
(212) 293-4300
(212) 293-6013
Contact: Deborah A. Tymon

Baseball season is April through October. New York Yankees offers special group rates and special event facilities. Tours of Monument Park are also available.

POCONO WHITEWATER LTD.

Rt. 903
Jim Thorpe, PA 18224
(717) 325-3656
Contact: Jack McGeehan

Pocono Whitewater Ltd. is one of America's oldest and largest rafting companies offering guided whitewater rafting trips on seven rivers in the Northeast. We offer discounts to all NESRA members. Our fully-equipped adventure center also offers kayaking, biking, turbo-canoes and paint ball games.

QUEEN MARY & SPRUCE

GOOSE ATTRACTIONS
P.O. Box 8
Long Beach, CA 90801
(213) 499-1629
Contact: Sue O'Shea

Queen Mary & Spruce Goose Voyager Club offers members \$3 off admission, a 20 percent discount on Hotel Queen Mary lodgings and a 10 percent savings at selected merchandise and food locations. Also available are company "Seaside Picnics" and discount group tickets.

SAN DIEGO ZOO AND SAN DIEGO WILD ANIMAL PARK

P.O. Box 551
San Diego, CA 92112-0551
(619) 557-3966
Contact: Mary Lou B. Antista

San Diego Zoo and San Diego Wild Animal Park offers Zoofari Club discount cards, ticket or voucher programs, catered events and behind-the-scene tours.

SEA WORLD

1720 S. Shores Rd.
San Diego, CA 92109
(619) 226-3845
Contact: Anthony Flores

All four Sea Worlds, located in California, Florida, Ohio and Texas, offer several entertainment options for companies promoting Sea World discounts to their employees. Choose from a company-sponsored picnic catered by Sea World, company discount days, or its official membership discount club, The Shamu Club. Each discount program is designed to fit the needs of individual recreation programs.

SHEAR MADNESS

National Sales Office
74 Warrenton St.
Boston, MA 02116
(800) 992-9035
(617) 451-0195
Contact: Janis B. James

Shear Madness is THE side-splitting comedy whodunit that lets the audience play armchair detective, delighting audiences in Boston, Chicago, Washington D.C. and Kansas City. Generous group discounts are available. Now booking through 1991!

UNIVERSAL STUDIOS FLORIDA

1000 Universal Studios Plaza
Orlando, FL 32819
(407) 363-8214
Contact: Randy Gerber

The Universal Studios Florida FAN CLUB is an exciting new program offered free to companies with 100 or more employees, offering special discounts on regular admission for family and guests. Universal Studios also extends extensive promotional support. Company outing facilities are available.

UNIVERSAL STUDIOS HOLLYWOOD

100 Universal City Plaza
Universal City, CA 91608

(818) 777-3791

Contact: Virginia Spence

Members of our Fan Club will receive park admission discounts and will find savings on hotels, merchandise and restaurants at Universal Studios Hollywood as well as discounts on Hertz Rental Cars and Norwegian Cruise Lines. We'll show you and your employees what the star treatment is all about.

VIDEOMAX CORP.

652 Glenbrook Rd.
Stamford, CT 06906
(203) 323-0441

Contact: Andrew Snow

Videomax Corp. offers a comprehensive automated employee video rental service, "The Videomax." A stand-alone video vending machine providing employees with the maximum benefit in home video and a complete no cost "hands-off" system to management. Excellent reception record.

WALT DISNEY'S MAGIC KINGDOM CLUB

P.O. Box 4489
Anaheim, CA 92803
(714) 490-3200

Contact: Lisa Hiatt

Walt Disney's Magic Kingdom Club offers a variety of Disney leisure benefits and programs at Disneyland, Walt Disney World, and Tokyo Disneyland to employees of more than 27,000 participating organizations throughout the U.S., Canada, Mexico and the Orient.

WET'N WILD, INC.

6200 International Dr.
Orlando, FL 32819
(407) 351-1800

Contact: Niki Karr

Get set for a sparkling, splashing, raging, relaxing, sun-filled, fun-filled watery day at America's favorite water parks. Offering the finest in family water recreation, Wet'n Wild has parks located in Orlando, FL; Las Vegas, NV; and Arlington, TX; offering a 15 percent Sun'n Surf Club discount to NESRA members at all locations.

WISCONSIN DELLS VACATION CLUB

P.O. Box 65
Wisconsin Dells, WI 53965
(608) 253-3031

Contact: Thomas Diehl

**FITNESS
EQUIPMENT/
FACILITIES/
SERVICES**

BRONSON PHARMACEUTICALS

4526 Rinetti Ln.
La Canada, CA 91012
(800) 521-3322
(800) 521-3323 (in CA)

Contact: Kathy Brunette

Recommended by doctors for over 30 years, Bronson offers a 40-60 percent savings on over 160 vitamin/cosmetic/healthcare products. Employees save an additional 10 percent, stores can profit up to 30 percent. We enhance a wellness program; we do all the work and our products carry an unconditional guarantee of satisfaction.

HILLERICH & BRADSBY CO., INC.

P.O. Box 35700
Louisville, KY 40232
(502) 585-5226
Contact: Susan Riney Clark

Hillerich & Bradsby Co., Inc. is a manufacturer of Louisville Slugger® baseball/softball wood/aluminum bats, fielder's gloves, equipment accessories and Power Bilt® golf clubs, equipment and accessories. Write for more information.

MUSCO SPORTS-LIGHTING, INC.

2107 Stewart Rd.
P.O. Box 14
Muscatine, IA 52761
(515) 673-0411
(800) 367-6219
Contact: Linda DeJong

Musco Sports-Lighting offers a total lighting system for recreation and athletic fields. Musco's factory-engineered package is designed to provide energy efficiency without sacrificing light levels. A Musco system lowers life-cycle operating and maintenance costs.

PARLAY INT'L, INC.

5900 Hollis St., Suite Q
Emeryville, CA 94608
(415) 601-1000
Contact: William A. Remas

Parlay Int'l offers reproducible information and articles on health and safety. Use the information for newsletters, bulletins, classes and to promote employee relations.

WRS GROUP-HEALTH EDCO DIVISION

5045 Franklin Ave.
Waco, TX 76710
(817) 776-6461
Contact: Dona Puckett

WRS Group-Health Edco Division is a health education company that helps people change their lifestyles to promote better health with innovative approaches to achieving this goal. Celebrating its 25th anniversary in 1990, Health Edco provides products to schools, hospitals and the workplace.

ZENITH ADVANCED HEALTH SYSTEMS, INC.

P.O. Box 1739
Corvallis, OR 97339
(503) 754-7380
(800) 547-2741
Contact: Lorene Huey

Zenith offers an advanced line of nutritional systems and water/air purifiers for the employee who wants to optimize and ensure vibrant health. Call for discount information.

HOTELS/RESORTS

ASTRODOMAIN HOTELS

2350 S. Loop West
Houston, TX 77054
(713) 748-3221
Contact: Connie Pike

BEST WESTERN MARDI GRAS INN

3500 Paradise Rd.
Las Vegas, NV 89109
(702) 731-2020
(800) 634-6501
Contact: Mary Jo LeClaire

The Best Western Mardi Gras Inn is conveniently located three blocks from "the strip," one block from the convention center, 10 minutes from the airport. Each of our mini-suites features a spacious living room, wet bar, refrigerator and complimentary in-room coffee. A restaurant and lounge, mini-casino, swimming pool, spa, video games, beauty salon and a gift shop are located on premises. Free shuttle service is available.

BEST WESTERN SEVEN SEAS LODGE

411 Hotel Circle South
San Diego, CA 92108
(619) 291-1300

FAX (619) 291-6933
Contact: Judy Di Pietro

Best Western Seven Seas Lodge offers a special "NESRA coupon" which includes deluxe room with in-room coffee, complimentary airport shuttle on availability, free local calls, heated pool, two spas and many extra amenities in a full-service hotel. Sea World, San Diego Zoo and Wild Animal Park and shopping nearby.

CHOICE HOTELS INT'L
10750 Columbia Pk.
Silver Springs, MD 20901
(800) 221-2222
Contact: Ralph L. Bernstein

Choice Hotels Int'l, a worldwide franchise of Sleep Inns, Comfort, Quality, Clarion, Rodeway Inns, Econo Lodges and Friendship Inns, offers a 10 percent discount to NESRA members on advance reservations at participating hotels.

COLONY'S GRISWOLD HOTEL 1500 S. Raymond Ave.
Fullerton, CA 92631
(714) 635-9000
Contact: Debby Sousa

Colony's Griswold Hotel, a 250 room full-service hotel, is near Disneyland and Knott's Berry Farm. The hotel offers fine dining in Ruby Begonia's, entertainment and dancing in Ruby's Lounge and 10,000 sq. feet of banquet/meeting space. NESRA members receive 50 percent discount off of guest rooms.

COLONY PLAZA HOTEL
2600 W. Hwy. 50
West Orlando (OCOE) FL 34761
(407) 656-3333
(800) 821-0136 (U.S. and Canada)
Contact: Carol Correia
Robin Boyd

Colony Plaza Hotel, located 20 minutes from Walt Disney World, has a swimming pool, lighted tennis courts, a lounge, coin-operated washers and dryers, free airport pickup (with reservations and 48-hour notice) and cablevision with 43 channels, including HBO. When accompanied by parents, children under 18 stay free and children under 12 pay \$1 per meal. A \$40 room rate (for one to four persons) is available to NESRA members.

COMPRI HOTELS
2000 14th St. N., Suite 780
Arlington, VA 22201
(703) 524-2206
Contact: Jacqueline Swinney

Compri Hotels consist of 25 hotels across the U.S. with full cooked-to-order breakfast, hosted director's reception, late-night snacks, all included in room rates. Meeting rooms are available to accommodate eight to 60 people. Special weekend and meeting packages are also available. Call for details.

DAYS INN/DAYS HOTELS OF SOUTHEAST FLORIDA
2300 45th St.
West Palm Beach, FL 33407
(407) 689-0450
Contact: Lori W. Wolin

Days Inn/Days Hotels of Southeast Florida offer four diverse hotels. Two oceanfront resorts, in Vero Beach and Hollywood, and two convenient hotels, in Ft. Lauderdale and West Palm Beach, minutes from the beach. NESRA members receive special discounts.

DAYS INN/DAYS SUITES-EAST OF MAGIC KINGDOM AND EPCOT
5820 W. Irlo Bronson Hwy.
Kissimmee, FL 34746
(407) 396-7900
Contact: Nancy Sellers
Yamile Rivera

Located two and a half miles from the entrance to the Magic Kingdom, the newly renovated Days Suites offers 604 three-room suites accommodating six persons comfortably, with full-size kitchens. Days Inn has 404 standard rooms each with two double beds. NESRA members are offered discount rates: \$49-\$80 at Days Suites and \$39-\$63 at Days Inn. Subject to availability.

DAYTONA BEACH MARRIOTT
100 N. Atlantic Ave.
Daytona Beach, FL 32119
(904) 254-8200, ext. 362
Contact: Carol Waterman

Daytona Beach Marriott offers 402 oceanfront rooms and suites for a \$69 rate based on availability.

EMBASSY SUITES, INC.
3890 W. Northwest Hwy., #200
Dallas, TX 75220
(214) 350-6442
Contact: Jennifer Yaklin

The 100 Embassy Suites Hotel locations offer two-room suites, living room and private bedroom for the price of a standard hotel single. Complimentary, full cooked-to-order breakfast every morning and complimentary beverages (subject to state and local laws) every evening are available. Airport

transportation is provided at most locations.

THE ENCLAVE SUITES AT ORLANDO
6165 Carrier Dr.
Orlando, FL 32819
(407) 351-1155
Contact: Diane C. Murphy

The Enclave is a 321-room all-suite property located off of International Dr. in Orlando. All rooms come with fully equipped kitchens and private balconies which overlook Little Sandy Lake. Located near all attractions, the airport, shopping and golf, the hotel features an "all seasons" recreation facility. NESRA members receive a 25 percent discount off normal rates all year.

FLAMINGO HILTON HOTEL
3555 Las Vegas, Blvd. S.
Las Vegas, NV 89109
(702) 733-3111
Contact: Mitchell R. Klock

The Flamingo Hilton-Las Vegas is centrally located on the famous "Four Corners" of the Las Vegas Strip, within walking distance of Caesar's Palace, The Mirage and Bally's. The glamour and excitement of Las Vegas and the famed Hilton hospitality are combined in the fabulous Flamingo Hilton.

FRIDEN HOTEL CO.
2020 Alameda Padre Serra
Santa Barbara, CA 93103
(805) 963-9715
Contact: Richard I. Lidz

Friden Hotel Co. consists of the following hotels: El Encanto Hotel and Garden Villas, Santa Barbara, CA; Sheraton Denver West Hotel and Conference Center; Hilton Inn West and Suites, Akron, OH; Pittsburgh Airport Hilton, Pittsburgh, PA.

HILTON HOTELS CORPORATE
9336 Civic Center Dr.
Beverly Hills, CA 90209
(213) 278-4321
Contact: Jill Williams

Hilton Hotels Corporation offers guest accommodations, restaurants, catered banquets, meeting rooms and exhibit space.

HILTON INN GATEWAY
U.S. 192
Kissimmee, FL 32741

(407) 396-4400

Contact: Beth Wineinger

The Hilton Inn Gateway is ideally located one mile from the main entrance to Walt Disney World/Epcot Center and only minutes from most major attractions. The hotel features two pools, 18-hole miniature golf course, children's playground restaurant, coffee shop/deli bar, piano bar lounge and pool bar. Transportation is available to all major attractions at a nominal fee.

HOLIDAY INN CROWNE PLAZA

1750 Rockville Pike
Rockville, MD 20852

(301) 468-1100

Contact: Janice Rider

Holiday Inn Crowne Plaza offers 315 luxurious guest rooms and suites, complimentary parking, indoor/outdoor pool, sauna, whirlpool, racquetball club complete with exercise facilities, two restaurants and two lounges. Located on Metro line, near Washington, DC, the hotel offers 20 percent discount off rack rates.

HOLIDAY INNS INT'L

3742 Lamar Ave. Ex-1
Memphis, TN 38195

(800) HOLIDAY

(901) 362-4986

Contact: Laurie Cardenuto

Call Holiday Inns' toll free number or call hotels directly for "Great Rates" at participating Holiday Inn and Holiday Inn Crowne Plaza hotels.

HOLIDAY INN LAKE BUENA VISTA

13351 State Rd. 535
P.O. Box 22362 Lake Buena Vista
Orlando, FL 32821

(407) 239-4500

Contact: Dawn L. Chesko

Holiday Inn Lake Buena Vista offers 507 maxi rooms with mini-kitchens including microwaves, refrigerators and coffee/tea maker for \$99 during high season and \$65 during low season. Free nightly children's activities in Max's Magic Castle. Licensed childcare is available for a nominal fee.

HOLIDAY INN MAIN GATE EAST

5678 Irla Bronson Memorial Hwy.
Kissimmee, FL 34746

(407) 396-4488

(800) FON-KIDS

Contact: Sue Schofield

Holiday Inn Main Gate East is a family fun resort, three minutes east of Walt Disney World Resort, featuring 670 mini-kitchenettes with microwave, refrigerator and coffee/tea service. "People's Choice Lobby Food Court" boasts six eateries. Enjoy full-service dining in the Vineyard Cafe, on-site general store, free fully supervised children's activity program. Call for Florida Fun Club rates.

HOWARD JOHNSON FOUNTAIN PARK PLAZA HOTEL

5150 W. Hwy 192

Kissimmee, FL 34746

(800) 327-9179

Contact: Tom Davis

Howard Johnson Fountain Park Plaza Hotel offers NESRA members a special discount card which entitles them to savings at the world's largest Howard Johnson. Located three miles from Walt Disney World and minutes from other central Florida attractions, this family-oriented hotel has many extras: Children's activity room, saunas, whirlpool, paddle boats, heated swimming pool and much more for all family members.

HOWARD JOHNSON FRANCHISE SYSTEMS, INC.

145 Rte. 46W., Wayne Plaza I
Wayne, NJ 07470

(201) 256-9030

Contact: Mary DeBonis

Howard Johnson offers comfortable and convenient lodging accommodations with over 430 hotels, suites and lodges throughout the U.S., Canada, Mexico and the Bahamas. NESRA members receive a special 10 percent discount off our already affordable rates.

KARENA HOTELS, INC.

7100 Lake Ellenor Dr.

Orlando, FL 32809

(407) 240-7100

(800) 365-6935

(800) 447-7283 (group res.)

Contact: Louise Norman

Karena Hotels is "setting a new standard in American hospitality" within its six hotels. The following properties are located in Kissimmee, FL: Ramada Resort Maingate, Ramada Inn Westgate, Econo Lodge Maingate, Hawaiian Resort, Econo Lodge Maingate East and Holiday Inn Maingate West #2. The Rodeway Inn Int'l Dr./Wet'n Wild is located in Orlando, FL. Texas and El Tropicano, is in San Antonio, TX.

MILFORD PLAZA HOTEL

270 W. 45th St.

New York, NY 10036-3901

(212) 869-3600

Contact: Paul Seegitz

Susan Beyer

The Milford Plaza is a 1,300-room hotel in the heart of New York's theatre district, near corporate headquarters, the Javits Convention Center, fine dining and sightseeing. Corporate individual rates which include complimentary continental breakfast—\$88 single, \$99.50 double.

OCEANS ELEVEN RESORTS, INC.

2025 S. Atlantic Ave.

Daytona Beach Shores, FL 32118

(904) 257-1950

(800) 874-7420

FAX: (904) 253-9935

Contact: Chris Fitzgerald

Oceans Eleven Resorts, Inc.'s six AAA rated excellent (3 diamonds) oceanfront hotels in Daytona Beach, FL: Acapulco Inn, Beachcomer Oceanfront Inn, Casa del Mar Beach Resort, Nautilus Inn, Sheraton Inn Daytona Shores and Treasure Island Inn offer substantial savings to NESRA members. All six hotels are located directly on the ocean and feature swimming pools, whirlpools, HBO and year-round recreation programs. Discount flyers are available upon request.

PARK SUITES CORP.

5955 T.G. Lee Blvd., Suite 260

Orlando, FL 32822

(407) 240-5050

Contact: Vendo Toming

Located in Dallas, TX; Nashville, TN; Jacksonville, Orlando North (Altamonte Springs) and Orlando, FL. Park Suites Hotels' full-service, all-suites properties feature fine dining including a complimentary American breakfast. The Park Suites Hotels also offer a variety of facilities including a pool, sauna, steam room, whirlpools, and exercise equipment.

THE POINTE RESORTS

7500 N. Dreamy Draw Dr., Suite 215

Phoenix, AZ 85020

(800) 528-0428

(800) 997-6000 (in Phoenix)

Contact: Carol Pound

Outstanding vacation values are available at The Pointe Resorts in Phoenix, which features luxurious suites with wet bar and refrigerator, and management-hosted cocktails daily. Guests can also enjoy championship golf, tennis, fitness centers,

horseback riding and swimming. Contact Carol Pound for great seasonal values.

QUALITY INN KINGS ISLAND CONFERENCE CENTER

5589 Kings Mills Rd.
P.O. Box 425
Kings Island, OH 45034-0425
(800) 227-7100
(513) 398-0970
Contact: Diana Hanna

Quality Inn Kings Island Conference Center, located across from Kings Island Theme Park, offers a 10 percent discount off regular room rates Friday and Saturday nights and a 15 percent discount Sunday through Thursday nights. (Discounts do not apply to poolside rooms, mini-suites, or suites, and this discount is not valid in conjunction with any other discount or promotion.) Advance reservations suggested and awarded based upon room availability. Discount flyers are available upon request.

QUALITY SUITES MAINGATE EAST

5876 W. Irlo Bronson Mem. Hwy.
Kissimmee, FL 34746
(407) 396-8040
(800) 848-4148
Contact: Michelle Sutter

Quality Suites Maingate East is a new all-suite hotel located two miles from Walt Disney World offering one- bedroom and two-bedroom/two bath units (sleep up to 10) featuring living/dining area plus kitchen with microwave. Enjoy heated pools, whirlpool spa, free continental breakfast and manager's daily reception. Call for your 1991 NESRA Discount Card.

RAMADA HOTEL RESORT FLORIDA CENTER

7400 International Dr.
Orlando, FL 32819
(407) 351-4600
Contact: Beth Wineinger

The Ramada Hotel Resort Florida Center is located within walking distance of International Drive's many shops and restaurants. The hotel features two pools, two lounges, restaurant, deli, playground and mini-shopping mall. It is only six miles from Walt Disney World's entrance, three miles from Sea World, two miles from Universal Studios and just minutes from all other major attractions. Children under 18 may stay free with parents. Call for information on NESRA room rates.

RAMADA'S OF WEST FLORIDA 5303 W. Kennedy Blvd.

Tampa, FL 33609

(813) 877-0534

Contact: Lisa Reilly

Ramada's of West Florida offers NESRA members 10-55 percent off regular hotel rates, whether business or pleasure travel. These NESRA rates are valid for one to four persons staying in one room.

RAMADA RESORT MAINGATE

2950 Reedy Creek Blvd.

Kissimmee, FL 34746

(800) 447-SAVE

Contact: Richard Wilcoxen

Ramada Resort Hotel is a full-service hotel located a half-mile from the main entrance to Walt Disney World. Ramada Resort features include two swimming pools, restaurant, lounge and tennis courts. Guests may purchase tickets to local attractions at the Guest Services Desk.

REGISTRY HOTELS AND RESORTS

16250 Dallas Pkwy., Suite 105

Dallas, TX 75248

(214) 248-4300

Contact: Jim Bressler

Registry Hotels and Resorts, a collection of hotels and resorts across the U.S., are creators of the "Registry Vacation Travel Club" which involves 850 national companies and organizations representing over 500,000 travelers. Annual discounts are available with additional savings during traditional vacation time periods. Contact Mr. Bressler for further details.

RESIDENCE INN-ORLANDO ATTRACTION CENTER

7975 Canada Ave.

Orlando, FL 32819

(407) 345-0117

Contact: Laurie Nowak

Residence Inn-Orlando Attraction Center offers NESRA discounts. All our suites include a complimentary continental breakfast buffet every morning and a hospitality hour Monday-Thursday from 5-7 p.m. featuring complimentary beer, wine soft drinks and snacks.

SHERATON LAKESIDE INN

7711 W. Irlo Bronson Mem. Hwy.

Kissimmee, FL 32746

(407) 239-7919

Contact: Lynn Morrison
Nancy Gianfalla

Sheraton Lakeside Inn, a 651-room resort one and a half miles from Walt Disney World's main gate, offers its guests free use of paddleboats on a private lake, three pools, playgrounds, game rooms, mini golf and tennis courts. NESRA members will receive up to a 50 percent discount through the Vacation Magic Club. Subject to availability and the VMC rates are noncommissionable. Please call the sales office to enroll your company. Guests also have access to two restaurants, the Corner Market and Hurricane Sam's Bar and Grille.

SHERATON ORLANDO NORTH HOTEL

P.O. Box 538300

Maitland Blvd. at I-4

Orlando, FL 32853

(407) 660-9000

Contact: J. Michael Quisenberry

Sheraton Orlando North Hotel offers NESRA members 50 percent off standard double deluxe rates based on space availability.

SURFSIDE RESORTS OF DAYTONA BEACH

2500 N. Atlantic Ave.

Daytona Beach, FL 32018

(800) 874-6996

(800) 342-4902 (in FL)

(904) 672-0990

Contact: Sue Willis

Oceanfront hotels include The Best Western La Playa Resort, the Howard Johnson Oceanfront and Days Inn Oceanfront South. They feature first class accommodations and amenities including indoor spa, lounge with live entertainment, restaurants, outdoor pools, whirlpools and snack bars. NESRA members receive a 25 percent discount.

TOLLMAN-HUNDLEY HOTELS DAYS OF THE WEST, INC.

1600 E. First St., #100

Santa Ana, CA 92701

(714) 836-1633

Contact: Wayne Flute

TOLLMAN-HUNDLEY HOTELS

990 DeKalb Pike

King of Prussia, PA 19406

(215) 265-5000

Contact: Dan Logan

Tollman-Hundley Hotels is the largest franchise of Days Inns in the U.S. This region owns and operates discount hotel accommodations in Pennsylvania, Delaware, Wisconsin, Michigan, Minnesota,

Kentucky, West Virginia and upstate New York. NESRA members should call direct for more information.

TOLLMAN/HUNDLEY HOTELS

2300 45th St.
West Palm Beach, FL 33407
(407) 689-0450
Contact: Lori D. Wolin

Tollman/Hundley Hotels offers six diverse hotels in South Florida with both beachfront and city center locations. Two Days Hotel Beachfront Resorts, three Days Inns in ideal locations and the elegantly appointed Chesterfield Hotel Deluxe on Palm Beach Island.

VANDERBILT INN ON THE GULF

11000 Gulf Shore Dr. N.
Naples, FL 33963
(813) 597-3151
(800) 643-8654
Contact: David O'Lenick
Shirley Shields

The Vanderbilt Inn on the Gulf, a newly renovated beachfront resort, offers a casual style tropical setting, garden room restaurant for breakfast or dinner, Chickee Beach Bar for lunch and tropical drinks, volleyball, guest laundry, gift shop, beach rentals, golf and tennis nearby. NESRA members receive 20 percent discount.

WESTIN HOTELS & RESORTS

2001 Sixth Ave.
Seattle, WA 98121
(206) 443-5274
FAX: (206) 443-8997
Contact: Jim Weiss

Westin Hotels & Resorts' more than 65 hotels worldwide have won the *Travel/Holiday* award for the ninth year consecutively as the best hotel company in the U.S. and internationally. Our NESRA weekend packages offer discounts up to 50 percent. Some restrictions apply. Please call or write to receive more information, folders, or bulletin board posters (8 1/2" x 11").

WILSON HOTEL MANAGEMENT CO., INC.

1629 Winchester Rd.
Memphis, TN 38116
(901) 346-8800
Contact: Carolyn Powers

Wilson Hotel Management Co., Inc. is a hotel management company with limited and full-service hotels in PA, FL, MS, LA, TX, TN, AR, KY, SC, and AL. We manage 12 Wilson Inns, eight Wilson Worlds and three Holiday Inns.

MERCHANDISE DISCOUNTS/FUND- RAISING PROGRAMS

ACTION PRODUCTS INT'L, INC.

344 Cypress Rd.
Ocala, FL 32672
(800) 874-9853 (for U.S. orders)
(800) 342-0150 (for FL orders)
Contact: Judith Kaplan

Action Products Int'l, Inc., employee store and corporate identity specialists, imports and manufactures toys, souvenirs, novelties, sportswear, model kits, gifts and books. They offer T-shirts, sweats, caps, totes, patches, raincoats, buttons, pens, pencils, coffee mugs, magnets, frisbees, incentives with your logo or event! Lowest prices.

AMERICAN CONCEPTS, INC.

13333 Lorain Ave.
Cleveland, OH 44111
(216) 252-8877
Contact: Candice A. May

American Concepts, Inc. has a variety of products and programs available for employee discount and employee store promotions.

ARIS-ISOTONER, INC.

417 Fifth Ave.
New York, NY 10016-2265
(212) 532-8627
Contact: Jill Mattera

Aris-Isotoner, Inc. offers ladies' and men's Isotoner gloves and slippers (children's sizes also available) to NESRA members. Minimum order of \$100 per category is required.

BAG CITY

3640 Wade St.
Los Angeles, CA 90066
(212) 397-5968
Contact: Jeffrey Maitles

Bag City is a manufacturer and importer of fine leather and eel skin bags and accessories. Our range includes travel and garment bags, tote bags, organizers and briefcases. All offered at wholesale prices to NESRA members.

BJ'S WHOLESALE CLUB

P.O. Box 3000
Natick, MA 01760
(800) BJS-CLUB

(508) 651-6639

Contact: Linda Mura

BJ's Wholesale Club offers self-service, cash and carry membership designed to serve retailers, institutions, offices and groups of individual consumers by selling at wholesale prices.

BLACK & DECKER (U.S.), INC.

10 N. Park Dr.
P.O. Box 798
Hunt Valley, MD 21030
(301) 527-7115
Contact: Richard MacDonald

Power tools, lawn and garden equipment, workmates and accessories, car-care products, bench tools, hobby tools and many more labor-saving devices are available from Black & Decker. Products available only to employee stores.

BRANDEZ, INT'L

5010 Linbar Dr., Suite 105
Nashville, TN 37211-5064
(615) 833-9242
(800) 333-9184
Contact: Earl Williams
Jocelyn Myers

Brandez Int'l features a variety of quality greeting cards from assortment packs to spinners and full department needs. This company also offers fine stationery, novel gifts, limited edition prints, Oriental products and other quality items featured in its 1991 catalog.

CHERRY HILL FURNITURE

CARPET & INTERIORS
P.O. Box 7405
Furnitureland Station
High Point, NC 27264
(800) 328-0933
(800) 888-0933
(919) 882-0933
Contact: Donna Blair

With 50 years experience, Cherry Hill offers discounts up to 50 percent off furniture and carpet direct from North Carolina's furniture capital. Choose from 500 elegant brands of furniture. Nationwide in-home delivery is available. Call (800) 328-0933 or (800) 888-0933 for quotations and a free brochure.

CONSUMER BENEFIT SERVICES, INC.

710 E. Ogden Ave., Suite 117
Naperville, IL 60563
(800) 888-9055
Contact: Michael Martorano

NESRA members can buy products and services at wholesale. Our 1-800 24-hour discount shopping service features the lowest price guarantee on 275,000 name-brand products. Our Discount Travel Agency has the lowest fares and hotels with a 5 percent cash rebate. Members save money with our grocery coupon plan. Discounts on RX, golf, skiing, car care and more!

CORPORATE JEWELRY CLUB

319 E. 2nd Street, Suite 115
Los Angeles, CA 90012
(213) 617-7882
Contact: Edward Wong

As a manufacturer of fine jewelry, the Corporate Jewelry Club offers employees direct wholesale prices on diamond rings, earrings, and pendants decorated with rubies, sapphires and emeralds. Gold chains, watches and engagement rings are also available at wholesale prices. Employee associations receive a 10 percent refund on all sales.

C.S.C. MARKETING, INC. COMPANY STORES/ EMPLOYEE SALES

9840 Monroe Dr., Suite 110
Dallas, TX 75220
(214) 350-6706
(800) 284-0204
Contact: Bill Martin

C.S.C. Marketing offers electronic items on consignment such as telephones, toys, watches, calculators, rugs and many other gift items.

DAVID J. SELZNICK GROUP

100 W. 94th St., Suite 24E
New York, NY 10025
(212) 866-1441
FAX: (212) 866-1442
Contact: David J. Selznick

The David J. Selznick Group specializes in DISCOUNT sales to company stores, employee groups and associations. A beautiful full line of jewelry including tennis bracelets and necklaces is available as well as a complete line of electronics, including radios, compact disc players, telephones and answering machines from top brand manufacturers. We also sell quality luggage, cosmetics and perfume at discount prices.

EDUTEK CORP.

33-15 College Point Blvd.
Flushing, NY 11354
(718) 762-0900
Contact: Paul Wolf

EMPLOYEE TRAVELGEAR

80 Seaview Dr.
Secaucus, NJ 07094
(201) 348-8900
Contact: Ron Morehouse

Employee TravelGear offers unique, no cost programs that allow NESRA representatives to offer employees designer luggage at incredible savings. Save up to 75 percent off nationally advertised brands, such as Pierre Cardin, Oscar de la Renta, Gloria Vanderbilt, John Weitz, Pan Am and other quality names.

ENCYCLOPAEDIA BRITANNICA

U.S.A.
310 S. Michigan Ave.
Chicago, IL 60604
(312) 347-7306
Contact: Ellen Christ

Encyclopaedia Britannica offers an income-producing opportunity to NESRA members through use of inserts/statement stuffers, making available a group discount offer on Encyclopaedia Britannica to your employees.

ENTERTAINMENT PUBLICATIONS, INC.

2125 Butterfield Rd.
Troy, MI 48084
(313) 637-8400
Contact: Shirley G. Schmitz

Entertainment Publications, Inc. publishes Entertainment® and/or Gold C Saving Spree® coupon books in over 100 U.S., eight Canadian and seven foreign markets. Its books contain hundreds of 2-for-1 offers for local dining, movies, special events, sports, hotels, and more. Entertainment provides its products to nonprofit fund-raising groups and organizations, schools, youth groups and to employee groups on consignment, with no deposit or risk. Groups pay for only the books they sell. The company also designs and publishes custom and premium products for corporations.

EXECUTIVE COLOR STUDIOS

24901 E. 63 St.
Broken Arrow, OK 74014
(800) 227-5664
Contact: Thomas Retherford

Executive Color Studios offers a FREE 10" x 13" family portrait mounted on stretcher CANVAS. If extra portraits are purchased, all NESRA member companies receive a 33 percent discount. We also offer portrait programs as fund-raising projects.

EXECUTIVE JEWELRY BUYERS CLUB

210 University Blvd., Suite 770
Denver, CO 80206
(303) 388-3632
Contact: Steve Drouillard

Executive Jewelry Buyers Club offers dramatic savings on top-quality, fine jewelry. Price comparison: A 14 kt. gold chain bought from a major retailer during a 25 percent off sale—\$74.25...the exact same chain at EJBC for NESRA members—\$22.40. Huge standing inventory of diamond jewelry, gold chains, earrings, pearls, etc. Denver Showroom open to all NESRA members.

EZ EMPLOYEE SERVICES

5439 E. La Palma Ave.
Anaheim, CA 92807
(800) 854-3943
(714) 634-4280 (in CA)
Contact: Mark A. Winsberg,
SPHR

E Z Employee Services offers a direct purchase program featuring such items as Nintendo/Sega game storage units, compact discs, video and audio cassettes, floppy diskettes plus its own name brand video and audio cassettes and floppy diskettes. NESRA members can save an average of up to 65 percent off retail with orders of a \$100 minimum. Call for further information.

FLORAVISION, INC.

20 Page Dr., Suite 5
P.O. Box 1792
Pinehurst, NC 28374
(919) 295-2162
(800) 543-3997 (order line)
Contact: Jan Clair

Floravision, Inc. is a service company that provides premium quality floral products worldwide. Via their toll-free number, individuals and business clients can send flowers 24 hours a day. Special programs for company stores, human resources departments and employee associations. NESRA companies receive a 10 percent discount.

FLORIDA BRIEFCASE

285 West Center St., Suite 1706
Altamonte Springs, FL 32714
(800) 234-3814
Contact: Beth Stavroulakis

Florida Briefcase is a corporate distributor of quality vinyl, leather and eelskin attaches, briefcases, organizers, planners, wallets, handbags, and carry-on luggage. Specializes in servicing company employee stores

on a nationwide basis. Please call (800) 234-3814 for details on our program.

GRANDMA'S FRUIT CAKE/METZ BAKING CO.

P.O. Box 457
201 S. 5th St.
Beatrice, NE 68310
(800) 228-4030
Contact: Ron Young

Grandma's Fruit Cake is truly a gourmet's delight—loved by all, it's the perfect gift. Use as corporate gifts, store resale items, fundraisers, or employee discounted merchandise. NESRA members are entitled to a discount for employee groups. Samples and brochures are available upon request.

GROUP DISCOUNTS

P.O. Box 669
Bethel Park, PA 15102
(412) 831-4819
Contact: Jack Muse

Group Discounts offers magazine subscriptions at group discount rates for corporate employees. Most prices are lower than those offered direct from the publisher.

HANOVER/BOSTONIAN SHOE CO.

118 Carlisle St.
Hanover, PA 17331
(717) 632-7575
Contact: Jay Allie

Hanover/Bostonian Shoe Co. offers special savings of up to 40 percent on certain styles and brands of mens' and ladies' footwear. This company is also the supplier of the world famous "Sportech" walking shoe. Call for more information.

HAPPY DISCOUNT PLANS

4919 Tussic Rd.
Westerville, OH 43081
(800) 798-2594
(614) 882-2594
Contact: Howard Cherry

Happy Discount Plans offers a "no cost to employer" national eyecare program at verifiable wholesale prices; "Travel America" at 50 percent savings on hotel/motels nationwide; and "Justice 900," an attorney referral network that assists in all legal questions; and many more.

HARRIS & MALLOW, INC.

651 New Hampshire Ave.
Lakewood, NJ 08701

(201) 363-9400
Contact: Dennis Adams

Harris & Mallow, Inc. offers handcrafted wood decorator clocks, weather stations and electric indoor grills (smokeless).

IMPRESSIONS

17194 Preston Rd., Suite 123-190
Dallas, TX 75248
(214) 380-8392
FAX: (214) 788-2193
Contact: Cliff Reed

Impressions specializes in trunk shows with two sales divisions, (1) a manufacturer of 14 kt. gold and diamond jewelry, extensive collection. (2) "Designer Type" fashion jewelry, purses, accessories, etc.; top selling price \$75.

JADE DRUG CO., INC.

P.O. Box 2179
Spring, TX 77373
(800) 634-0075
Contact: Gerald Lord

Jade Drug Co., Inc. offers designer fragrances, Cross pens and Timex watches.

LSB COMPANY, INC.

37 Jefry Ln.
Hicksville, NY 11801
(516) 933-7910
Contact: Gary Brill

LSB Company, Inc. is your source for logo items for all your company special events including blood drives, United Way, sales meetings, picnics and holiday season parties. We feature items such as our corporate teddy bear with a T-shirt, and many other items that can be customized. Brand name merchandise from Gucci, Casio and Ralph Lauren are available for company stores and employee sales. Call for a free brochure.

MIKASA

30 W. 23rd St.
New York, NY 10010
(212) 645-6630
(201) 867-9210
Contact: Joel Yoffee

NATIONAL CAR RENTAL SYSTEM, INC.

7700 France Ave. S.
Minneapolis, MN 55435
(612) 830-2255
Contact: Sheila Markstrom

NATIONAL GOLD & SILVER

10 Selden St.
Woodbridge, CT 06525
(203) 387-0133
Contact: Chris McGowan

NIKON, INC.

7550 N. Oak Park Ave.
Niles, IL 60648
(708) 647-1460
Contact: Jeff Marsh

Nikon offers a complete line of cameras, binoculars and videos available for incentive use. Call for more details.

NORTH AMERICAN MARKETING CORP. (NAMCO)

100 Sanrico Dr.
Manchester, CT 06040
(203) 649-3666
Contact: Gary Tampone

NAMCO Toy Wholesalers has specialized in toys for corporate children's Christmas parties for 30 years. Case lot sales only; all at lowest wholesale pricing.

PARKSIDE CORP., INC., THE

14400 Montfort Dr. #1105
Dallas, TX 75240
(214) 490-5504
Contact: James R. Lubniewski

The Parkside Corp., Inc. provides a fund-raising source for NESRA and nonprofit organizations by offering significant discounts on long distance residential telephone service used by their members. Members receive a discount of as much as 17 percent on their long distance telephone bills. Participating organizations receive ongoing compensation of 4 percent off long distance revenue generated.

PARSONS TECHNOLOGY

375 Collins Rd. N.E.
Cedar Rapids, IA 52402
(800) 369-5000
Contact: Joseph Haddy

Parsons Technology is a computer software developer known in the industry for producing high-quality yet affordable products. Parsons produces MoneyCounts, the award-winning money management package in addition to a diverse line of productivity, utility and church-related software. NESRA discount: 25 percent.

PASSBOOK CLUBS OF AMERICA INC./CUC PUBLISHING

10031 Monroe, Suite 105
Dallas, TX 75229
(214) 357-1986
Contact: Joan Stern

Passbook Clubs of America, Inc./CUC Publishing is a printer of premium publications and publisher of discount coupon books made available to employee groups and fund-raising organizations throughout the U.S. for over 12 years. They work with over 4,500 employers and organizations.

PERKS UNLIMITED, INC.
153 Main St.
Sayville, NY 11782
(800) 727-3757
Contact: Susan Easparro

Perks Unlimited, Inc., a national/international supplier of Corporate Rate Savings Cards, will provide these cards to NESRA members at NO COST whatsoever. With these cards, NESRA members can enjoy savings at local and national businesses throughout the country. Call us today for this FREE PERK.

REGALI, INC.
8131 LBJ Frwy., Suite 350
Dallas, TX 75251
(214) 238-8830
Contact: Rupa Dutia

Regali, Inc., a manufacturing, wholesale company, offers quality merchandise at competitive prices. The company specializes in corporate logo pins and jewelry, incentive programs, and fine jewelry. Items can be sold in company stores or through discount programs.

R.J. SPENCER ASSOCIATES, INC.
9825 W. Sample Rd., Suite 203
Coral Springs, FL 33065
(305) 345-8991
Contact: Marsha Kaye

R.J. Spencer Associates is an advertising company working with companies throughout the nation offering complimentary discount card programs to all employees. Through a joint effort, the merchants in your community will offer the employees of your company a discount on their merchandise or services. There is no charge to your company or employees. Your only obligation is to distribute the cards.

RON JONES & ASSOCIATES
175 Union St.
Oneida, NY 13421
(315) 363-8490
Contact: Ron Jones

Ron Jones & Associates specializes in merchandise for employee stores, special events, corporate & employee recognition programs. Direct factory representative for brand name merchandise: London Fog Knitwear, Hanover/Bostonian Shoe Co., Thor-Lo Socks, Spalding Sporting goods, Haas- Jordan Umbrellas, Westclox/Seth Thomas Clocks, Cawley Plaques, Lasting Impressions (photo etching) and Personal Expression (Fuzzy line).

SEE'S CANDIES
3423 S. La Cienega Blvd.
Los Angeles, CA 90016
(800) 877-7337
Contact: Rosemary B.
Robinson

See's Candies offers the freshest quality boxed chocolates and candies available for employee group and association purchases, company stores, corporate gifts and incentives and employee association fundraising. Gift certificates and many items available all year. Holiday specialties for Valentine's, Easter and Christmas are also available.

SUZAN HARRISON, INC.
18100 Burbank Blvd., Suite 21B
Tarzana, CA 91356
(818) 342-1190
Contact: Suzan Harrison

Suzan Harrison, Inc. offers tickets for entertainment/special events at special pricing.

SWERSEY'S CHOCOLATES AND GIFTS
54-01 Grand Ave.
P.O. Box 286
Maspeth, NY 11378
(718) 497-8800
Contact: John Swersey

Swersey's Chocolates special group buying plan provides the finest quality chocolates and gifts off wholesale prices for your association to offer at a greatly appreciated savings to your employees or as a fundraiser during the holidays (Halloween, Thanksgiving, Christmas, Valentine's Day, Easter and Mother's Day).

TEXAS INSTRUMENTS CONSUMER PRODUCTS DIV. EMPLOYEE SALES
1001 E. Campbell Rd., M/S 380
Richardson, TX 75081
(214) 680-5254
Contact: Joe Spinelli

Texas Instruments offers both employee club and employee store discount programs on all Texas Instruments calculators and educational toys such as "Speak & Spell." Customized fund-raising programs are also available. No minimum purchase is required and all products are first quality with one year factory warranty.

WINN INT'L CORP.
6001 N. Clark St.
Chicago, IL 60660
(312) 973-6808
(800) 292-9466
Contact: Sfyong Oh

Winn Int'l Corp. is an importer of leather business cases, briefcases, travel bags, small leather goods and accessories.

PHOTOFINISHING

C.S. PHOTO
47 Main St.
New Britain, CT 06050
(203) 229-2057
Contact: Bob McManus

C.S. Photo offers full service film processing featuring customized envelopes, self-service units and programs. High quality overnight service.

EMPLOYEE PHOTO SERVICE, USA
180 Furler St.
Totowa, NJ 07512
(800) 524-1027
(201) 890-1803
Contact: Tom Kearns

Employee Photo Service, USA offers the most personalized discount employee film developing service to all size companies. Employee Photo Service also features our annual photo contest, passport photo day and photographers for association functions. Find out why we say, "Employee Film Developing ...and much more!"

GUARDIAN PHOTO, INC.
43045 W. Nine Mile Rd.
Northville, MI 48167
(313) 349-6700
Contact: David Peterson

Guardian Photo is a wholesale film developer with nine labs nationwide, with next day processing services.

QUALEX INC.
3000 Croasdaile Dr.
Durham, NC 27705
(602) 937-2006
Contact: Steve Pflum

Qualex Inc., a member of the Eastman Kodak Colorwatch system, provides full service and high quality photofinishing.

SPECIALTY SERVICES

CHALLENGE CORPORATE GAMES
330 B Distillery Commons
Louisville, KY 40206-1919
(502) 581-1881
Contact: Emilie A. Pinto

Challenge stages sports/fitness competitions (mini-Olympics) for corporate America designed to be a corporate team builder, morale booster and charity fund raiser. Companies form teams of employees to compete in both serious and fun athletic events during Challenge's tour of 15 cities across the U.S. NESRA members receive 10 percent off any entry fee level (based on company size) if they would like to participate in their local Challenge competition. Call for details.

DATAFLOW COMPANIES, INC.
P.O. Box 1208
Durham, NC 27702
(919) 286-5509
Contact: Laura Irvin

DataFlow Companies, Inc. offers a turnkey computer system including hardware and software for employee stores. The retail accounting management system offers IBM compatible hardware which can grow from a single station to 64 users. The fully integrated software features purchase order, inventory control and tracking, and point-of-sale with payroll deduction.

**EMPLOYEE PRINTING
SERVICES, INC.**
P.O. Box 248
Bedford Park, IL 60499-0248
(800) 323-2718
(708) 496-4900 ext. 222
Contact: Kay Hardy

Employee Printing Services, Inc. is a designer and manufacturer of fine wedding invitations, personalized Christmas cards, announcements and accessory items. All

products are offered to NESRA members at a 40 percent discount.

FEDERAL PRINTING CO.
270 Farmington Ave., Suite 305
Farmington, CT 06032
(800) 733-6127
Contact: Leon S. Davidoff

Federal Printing Co. offers fine wedding invitations and social stationery at a discount.

FUN SERVICES
3815 S. Ashland Ave.
Chicago, IL 60609
(312) 376-4010
(800) 621-1570
Contact: Brian E. Russell
Carlos Barragan Jr.

The franchise system of offices across the country helps people with company picnics and parties, and supplies a variety of games and programs for both adults and children. Fun Services also specializes in premium, imprinted and fund-raising items. To locate the office nearest you call (800) 621-1570.

HAWORTH PRESS, THE
10 Alice St.
Binghamton, NY 13904
(607) 722-8273
Contact: Bill Cohen

LENSCRAFTERS
8650 Governor's Hill Dr.
Cincinnati, OH 45249
(513) 583-6000
Contact: Sel O'Koon

SERVE-ALL MARKETING SERVICES
10412 Jerome St.
Villa Park, CA 92667
(714) 633-6323
Contact: Joseph A. Ponce

Serve-All Marketing Services, Inc. offers an automobile fleet discount program, which offers members the opportunity to purchase vehicles at fleet prices through a unique referral service. This program enables members to enjoy substantial savings on the purchase of automobiles, recreational vehicles or mobile homes.

SITTERS UNLIMITED
17941 Sky Park Circle, Suite J
Irvine, CA 92714

(714) 752-7056
(800) 328-1191
FAX: (714) 752-7356
Contact: B.J. Mosteller

Sitters Unlimited is your nationwide sitting service for children, seniors, homes and pets in any of our 15 franchise locations including Hawaii. Offering on-site childcare for conventions and hotels, we accommodate individuals or large groups in all our franchise locations.

**TRANSNATIONAL FINANCIAL
SERVICES**
855 Boylston St., Third Floor
Boston, MA 02116
(800) 262-6628 x6012
Contact: Khristian Hawver

SPORTING GOODS/ FITNESS INFORMATION

**AMATEUR SOFTBALL ASSOC.
OF AMERICA**
2801 N.E. 50th St.
Oklahoma City, OK 73111-7201
(405) 424-5266
Contact: Don E. Porter

AMERICAN BOWLING CONGRESS
5301 S. 75th St.
Greendale, WI 53129
(414) 421-6400
Contact: Jack Mordini

ABC is a voluntary membership organization which provides goods and services to its over three million members. Further, ABC works closely with all integers of the bowling industry for the betterment of the sport.

AMERICAN SKI ASSOC.
1888 Sherman St., Suite 500
Denver, CO 80203
(303) 861-7669
(800) 525-7669
Contact: Ellen Blackburn

CORPORATE SPORTS MAGAZINE
9171 Wilshire Blvd.
Beverly Hills, CA 90210
(213) 858-7100
Contact: Ed Ayres

**FITNESS MANAGEMENT
MAGAZINE**
Box 1198
Solana Beach, CA 92075
(619) 481-4155
Contact: Ed Pitts

Fitness Management Magazine provides information for the profitable management and professional program leadership of adult physical fitness centers. It regularly features exercise science, marketable programs, management, facilities, equipment and related services. Subscriptions are free to persons having purchasing influence or authority for fitness centers.

NATIONAL GOLF FOUNDATION
1150 S. U.S. Hwy. 1
Jupiter, FL 33477
(305) 844-2500
Contact: Pat Brady

**NATIONAL RIFLE ASSOC.
OF AMERICA**
1600 Rhode Island Ave. N.W.
Washington, DC 20036
(202) 828-6152
(202) 828-6153
Contact: John J. Grubar

The National Rifle Association of America extends technical assistance to individuals and groups wishing to start or enhance recreational shooting programs. These programs span across many firearm interests such as gun safety, marksmanship, collecting, sanctioned competitions (leagues, tournaments and affiliated clubs (rifle and pistol, hunting, etc.).

SPORTSWEAR

BLACKBIRD INT'L
1333 E. University Dr.
Tempe, AZ 85281
(800) 272-7171
(602) 966-7384
Contact: Gail E. Dalmolin

Blackbird Int'l produces high-tech, state-of-the-art aviation graphics screened onto apparel, wallgraphics and ceramic mugs. Seven separate collections feature aircrafts from WWII to Space. Wholesale pricing with quantity discounts available.

CALIFORNIA CUSTOM DESIGN
127 Press Ln.

Chula Vista, CA 92010
(619) 476-0200
(800) 426-7475
Contact: Lisa Estes

California Custom Design offers screen printed sportswear including T-shirts, golf shirts, jackets, caps, athletic wear, work clothes, towels and more. We feature eight-color automated printing, embroidery and a full-service art department. Family owned and operated since 1978. Call us at (800) 426-7475.

CHALK LINE, INC.
P.O. Box 38
Anniston, AL 36202
(205) 238-1540
Contact: Mark Dismore

Chalk Line offers fashionable, yet functional styling in outerwear and sportswear. This company also has innovative decorating capabilities that include direct embroidery, screen printing, sewn-on patches, tackle twill, mock chenille, and embroidered letters.

CHAMPION PRODUCTS, INC.
3141 Monroe Ave.
Rochester, NY 14618-4605
(716) 385-3200
Contact: Ron Guarino

CLIFF ENGLE
P.O. Box 155
Carlstadt, NJ 07072
(201) 507-0033
Contact: Ron Morehouse

Cliff Engle, the official licensee of NFL, NBA, MLB and NHL sportswear offers NESRA members and their employees a 30 percent savings through a "no-cost, no-work, turn-key program."

FLIGHT LINE CO.
23888 Madison St.
Torrance, CA 90505
(213) 373-0428
(800) 372-4359
Contact: Ann McNeele

Flight Line Co. offers custom logo T-shirts, caps, jewelry, glassware, mugs, visors and posters.

HIGH FIVE SPORTSWEAR
2112 Cotner Ave.
Los Angeles, CA 90025
(213) 575-3104

Contact: Joel Serber
Les Abrams

"Custom Clothing—Factory Direct" corporate and promotional apparel including embroidered jackets, fashion fleecewear, sweatshirts, sweat suits, nylon warmups, shorts, Lycra body wear, T-shirts, caps and other wearables.

SAYINGS FOR YOU, INC.
407 Broad Ave.
Palisades Pk., NJ 07650
(201) 592-0676
(914) 738-6104
FAX: (201) 944-2713
Contact: Alan Wendorf

Sayings For You, Inc. will imprint anything on wearables, pens, key chains, mugs, plastic bags, buttons, vinyl, leather, etc. We will put your company logo or message on any item. Our service and quality is of the highest standard. NESRA members get special prices.

VELVA SHEEN MFG. CO.
3860 Virginia Ave.
Cincinnati, OH 45227
(513) 272-3600
(800) 543-4950
(800) 582-7293 (in OH)
Contact: Joyce Fernandez

Velva Sheen offers imprinted sportswear including T-shirts, sweatshirts, jerseys, jackets, sweaters and shorts.

TRAVEL: CRUISE LINES/AIRLINES

AIR FRANCE
875 N. Michigan Ave.
Chicago, IL 60611
(312) 440-7915
Contact: Lee R. Young

Air France is the airline for groups and incentive travel to France and beyond. Enjoy service and value from Chicago, Los Angeles, San Francisco, Houston, Miami, Washington, DC, Boston and New York.

CAMELOT CRUISE CENTER
113 Miln St.
Cranford, NJ 07016
(201) 272-5153

(800) 272-5153
Contact: Karen Hannon

Camelot Cruise Center offers savings on most cruise lines for groups and individuals. Special value added sailings plus toll-free number: (800) 272-5153.

COMMODORE CRUISE LINE, LTD.
1007 N. America Way
Miami, FL 33132
(800) 832-1122
(305) 373-5502
Contact: George Koch

Commodore Cruise Line offers a seven-day Caribbean Cruise on the M/S Caribe ship which sails year round from the port of Miami to Puerto Plata, San Juan, St. John and St. Thomas. On selected dates, the M/S Caribe will sail to Ocho Rios, Grand Cayman, Cozumel and Playa Del Carmen.

CROWN CRUISE LINE
2790 N. Federal Hwy.
Boca Raton, FL 33431
(407) 394-7450
Contact: Ruth Young

Crown Cruise Line offers two-night Nassau, five-night Key West, Cancun and Cozumel, seven-night Key West, Grand Cayman, Ocho Rios, Labadee Shores Cruises. Also offers three, four, and seven-night luxury live-aboard dive excursions from Freeport and Nassau. One day coastal and Freeport cruises. All cruises except for dive cruises are out of the Port of Palm Beach.

THE CRUISE CO.
573 Hanover Ave.
Staten Island, NY 10304
(800) 548-9695
(718) 720-9182 (in NY)
(201) 506-7714 (in NJ)
Contact: Andrew Sama

The Cruise Co. offers cruises and fly/cruise programs with various getaways and destinations at discounts of up to 40 percent and sometimes more for NESRA members.

THE CRUISE LINE, INC.
64 Webster St.
Arlington, MA 02174
(800) 777-0707 (in FL)
(800) 327-3021 x701
Contact: Joseph de Sousa

The Cruise Line, Inc. offers a special toll-free number to NESRA members and their employees, (800) 777-0707. By calling this

number, employees can receive up-to-the-minute information on the latest cruise bargains, price quotations, and expert cruise vacation planning. They can also order a complimentary copy of "World of Cruising Magazine," Cruise Line Inc.'s quarterly publication which lists quality discount cruises as well as other useful information about cruising. For more information about Cruise Line Inc.'s services, including group and incentive cruises, contact Joseph de Sousa at extension 701.

GO VACATIONS
13261 Garden Grove Blvd.
Garden Grove, CA 92643
(714) 740-1163
Contact: Alf Sanderson

Located in Arizona, California, Missouri, Oklahoma, Georgia, and Florida, Go Vacations offers a variety of houseboating opportunities. Each property offers a three, four, or seven-day vacation on our floating villas. Each houseboat sleeps 10, is fully air conditioned, equipped with a complete kitchen, microwave, barbecue, and even a T.V.! Call or write for more information concerning our marine resorts. NESRA members receive a 10 percent discount.

KLM ROYAL DUTCH AIRLINES
225 N. Michigan Ave., Suite 324
Chicago, IL 60601
(312) 861-9292
Contact: Rick Cornelisse

Fly KLM Royal Dutch Airlines to Amsterdam and beyond. KLM flies to 149 destinations in over 77 countries on six continents. Depart from seven convenient U.S. gateways: New York, Baltimore/Washington, D.C., Chicago, Atlanta, Houston, Los Angeles and Orlando.

ROBERTS HOLIDAY LINES
930 Poinsettia Ave.
Santa Ana, CA 92701
(800) 633-3377 (CA)
(800) RHL-BUSS
Contact: Steve Russell

Roberts Holiday Lines is a full service transportation company with 47 passenger charter buses for sightseeing tours and private charters. Also, an 18 passenger VIP coach for the executives or VIPs or a six passenger limousine for the personal touch are available. Choose from a full line of ready-made packaged tours in Las Vegas and Laughlin. NESRA members receive a 12 percent discount on all weekday charters.

SOUTH FLORIDA CRUISES, INC.
3561 NW 53 Ct.

Ft. Lauderdale, FL 33309
(800) 42-NESRA
(800) 327-SHIP
(305) 739-SHIP
Contact: Bonnie Parrott

South Florida Cruises, Inc., bonded cruise specialists, offers savings on major cruise lines to and from all ports of call. Cruises can be booked two weeks to 14 months in advance. Groups, families, and individuals can be accommodated. Cruises can also be planned for sales meetings and given as employee incentives.

SPIRIT CRUISES
501 Front St.
Norfolk, VA 23510
(804) 627-2900
Contact: Charles S. Johnson Jr.

Spirit Cruises, Inc. offers sumptuous dining, energetic dancing and an exciting musical show aboard luxury lunch, brunch, dinner and moonlight cruises. Spirit ships operate in Boston, Chicago, New Jersey, New York, Norfolk, Mount Vernon, Philadelphia, Puget Sound and Washington, DC. Special discounted prices for groups of 20 or more.

SWISSAIR
608 Fifth Ave.
New York, NY 10020
(212) 969-5730
Contact: Peter Stadler

Swissair offers all NESRA members active or retired, skiing and other sports packages, health spas and fitness programs, city interludes and countryside touring. Group departure dates can be arranged with other NESRA companies with similar interests. Swissair can assist in the planning and promotion of these tours to Europe, the Middle East and Africa.

TRAVEL INFORMATION/ AGENCIES/ VISITORS' BUREAUS

ANGERSBACH INT'L TOURS, INC.
170-B Main St.
Manasquan, NJ 08736-3559
(201) 223-0303
Contact: Janney Petrone

Angersbach Int'l Tours is a leading wholesale travel organization that has been in business for over 21 years. We offer NESRA members affordable, top-quality and custom-designed itineraries to many destinations and NESRA DISCOUNTS are given. Ski the Swiss and Austrian Alps. Visit the Oktoberfest in Munich, The Passionplay, and Bermuda—just some of our specialties.

DESTINATIONS, INC.
1 Lake Aspen Pk.
P.O. Box 22800
Yakima, WA 98907-2800
(509) 453-1666
Contact: Randall Wilkinson

Destinations, Inc. offers a 50 percent lodging discount program at over 1,500 of the nation's leading hotel and motel chains. The program includes an identification card and a directory of properties. A monthly membership activity statement is provided.

HUNTER MOUNTAIN SKI BOWL, INC.
Route 23 A
Hunter, NY 12442
(518) 263-4223 ext. 287
Contact: Rob Vicks

Hunter Mountain offers group ski packages ranging from one day to multi-day trips. Meet and ski programs are available and can be tailor-made to suit your requirements. Discounts are available to businesses. For more information, please call Rob Vicks at (518) 263-4223, ext. 287.

IRISH TOURIST BOARD
757 Third Ave.
New York, NY 10017
(214) 418-0800
(800) 223-6470
Contact: Catherine Cullen

Irish Tourist Board promotes Ireland as a destination for employee groups. Special events and trips organized by arrangement.

KISSIMMEE-ST. CLOUD CONVENTION & VISITORS' BUREAU
P.O. Box 422007
Kissimmee, FL 34742-2007
(800) 432-9199 (in FL)
(800) 327-9159
(800) 333-KISS (for reservations)
FAX: (407) 847-0878
Contact: Sunny J. Taylor

Kissimmee-St. Cloud Convention & Visitors' Bureau is a central Florida destination promotion agency representing 124 hotels/motels and 30 camp-grounds outside of the main entrance to Walt Disney World and close to many other Central Florida attractions. Consumer information is available. For reservations, call (800) 333-KISS.

LAS VEGAS CONVENTION & VISITORS' AUTHORITY
3150 Paradise Rd.
Las Vegas, NV 89109
(702) 733-2505
Contact: JoAnn Jose

Las Vegas offers top name entertainment, beautiful hotel/motel rooms at bargain prices, 24 hour gaming, champion sporting events, excellent shopping and restaurants. Mid year-round climate is excellent for indoor and outdoor activities. Beautiful sightseeing and spectacular attractions.

MOUNTAIN RIVER TOURS, INC.
Sunday Rd. P.O. Box 88
Hico, WV 25854
(800) 822-1386
Contact: Margaret Kuhn

Mountain River Tours, Inc. offers adventure trips which include one day and overnight whitewater rafting trips, fishing trips, scenic float trips, and introduces "Ride and Raft," which combines horseback riding, camping and rafting. Call (800) 822-#1FUN for more information on an employee discount program.

NORTH BAY TOURIST—CONVENTION DEPARTMENT
City Hall-200 McIntyre St.
North Bay, Ontario P1B 8H8
(705) 474-0400
Contact: Ross Kenzie

North Bay is a city of over 50,000 people that offers a four-season vacation opportunity (fishing, hunting, skiing, all water sports) and small (up to 300 delegates) meeting facilities. NESRA members are invited to visit the city between the lakes in the heart of Ontario.

ORLANDO/ORANGE COUNTY CONVENTION & VISITORS' BUREAU
7208 Sand Lake Rd., Suite 300
Orlando, FL 32819
(407) 363-5866
Contact: Bob Moquin

This full-service convention and visitors' bureau represents attractions, hotels, transportation companies and other tourism-related businesses throughout central Florida. Write or call for free visitor information including a free Official Visitor's Guide, 96 pages of exciting vacation information and a valuable discount coupon section.

SKI ORGANIZERS-ORGANIZERS, ETC., INC.
7373 S. Alton Way, #B100
Englewood, CO 80112
(800) 283-2754
Contact: Craig Cook

Ski Organizers-Organizers, Etc., Inc. specializes in ski, golf, tennis, fishing, rafting, biking, scuba, cruises, sailing and other complete active sports travel packages throughout the world for individuals or groups. NESRA members receive additional discounts on all individual or group trips. Call for customized packages.

TRANS GLOBAL TOURS
8200 Normandale Blvd., Suite 504
Minneapolis, MN 55437
(612) 831-1980
Contact: Karen Martens

Trans Global Tours is a major tour operator specializing in inexpensive, high quality tour programs for employee recreation groups to popular destinations such as winter Caribbean cruises and fall trips to central Europe, England, Ireland and Spain. Discounts vary. Call for details.

TRAVEL INDUSTRY ASSN. OF AMERICA
2 Lafayette Ctr.
1133 21st St. N.W.
Washington, DC 20036
(202) 293-1433
Contact: Robert McClure

TRAVERSE CO.
300 Putnam Hill Rd.
Sutton, MA 01527-1657
(800) 678-6435
(617) 865-6121
Contact: Bill Perry

The Traverse Co. can provide complete group ski vacations (21 people minimum) that are fun and easy to arrange. Destinations: Killington, Mount Snow, Sugarbush, Quebec City and more in Vermont, New Hampshire and Canada.

You know the item. That cute little "thing" you were sure every single customer would fall in love with and have to purchase. The one that you bought six of for yourself and six months later the rest are gathering dust on your shelf. How to sell these unsellable items can become the uppermost question in the store manager's mind.

How To Sell the Unsellable

How should you handle this problem when it

arises? Creatively. Easy to say, I know, but what if you can't remember what an item's selling point was in the first place? You can create the perfect selling atmosphere for your unsellable items with a vivid imagination and customer knowledge. These are the most important qualities of a store manager—probably one of the reasons you became a store manager in the first place (you imagined it would be fun).

Your best selling point is how you present nonmoving items. Here are some "sure-fire" methods you can use to sell the unsellable.

by Jean Beebe

WHEN TO SELL

If you have an item you are having trouble selling, when should you put it on sale? That's one of the hardest decisions to make—especially if it turns out that you may end up losing money in the end.

What you use as your advertising gimmick can make all the difference in the merchandising business. For instance, those cute little baskets you first introduced as Easter baskets can have flowers added and be displayed as May baskets. If you still didn't get them all sold, add 4" mylar balloons with sayings such as "Happy Birthday," "Congratulations," or "Have a Good Day." They make the perfect last-minute gift. They may not have a need for an Easter basket or even a May basket, but someone is always having a birthday, getting married or needing cheering up.

Every new angle you introduce to

your customer brings renewed interest. Your best selling point is how you advertise that nonmoving item. Find the angle your customer is interested in. If all attempts at creating a new angle have failed, it is time to put the item on sale.

ADVERTISING

Another method of selling is advertising. There are many forms you can use. At our company, we have an enclosed bulletin board outside the store in which new items are displayed along with sale items. All pertinent information concerning the store is displayed on this bulletin board. Customers can look at this board when the store is not open to keep abreast of new, old and rehased items. The company paper has also proven to be a good advertising source. There is a special section just for advertising the company store. Occasionally we have put coupons in the paper that can be cut out and exchanged at the store for free items. This helps bring in those compulsive coupon cutters. Advertising brings the customer to your store—what you have there for them is up to you.

KNOW YOUR CUSTOMER

Knowing your customers is very important. For instance, I know my customers are very conservative. If I were foolish enough to purchase a high-priced frivolous item, I had better have a plan for advertising it in a conservative manner. If I don't, I may as well start planning my first sale right away. I would probably have to start my sale at 20 percent off and customers still may not think of stopping to buy.

Learn what your customers like, what they will purchase and what their interests are. Deciding how long to keep an item without putting it on sale is determined by your customers. Seeing the same thing on your shelves will tend to cause your customers to lose interest in the store. If necessary, rotate some of your merchandise.

MARKDOWN

I have often heard that 10 percent is a good starting point for your first sale on a nonmoving item. I can't seem to attract any interest advertising a 10 percent off sale. My customers love to see a sign that reads, "Sale 50% off." I can get them into the store with a sign like that. To whet their appetites, I try to have at least two items on sale at any one time, one that is marked down 50 percent and one marked 10-20 percent off. We take the item for which we haven't found a selling niche (a real dog), and put it on sale at 50 percent off. Then, we take the slow mover (customers can't quite decide whether they need it or not) and put it on sale for 10 percent off. The 50 percent off sale item will bring them in and the item on sale for 10 percent off will keep their interest.

Having these types of sales attracts customers who may not otherwise even enter your store. It will also keep the regular customers interested and keep them coming back.

SALE TABLE

Since I have discovered how much my customers love a sale, we have established a sale table. This table is situated near the back of our store. It is easily accessible, yet it is positioned so they will see the entire store's contents as they walk through.

The items we put on this table stay there for at least one week, but not

more than two. When these items are taken off the sale table, they are either returned to the shelves with their original price or removed to the stock room to be reintroduced at a later date.

Our customers have learned to come and look at least once a week to see if an item they are interested in is on sale. We get them in to look at the sale table and also to browse through the other items on display. To make things interesting we occasionally introduce a popular item on sale. An item which is actually a good seller attracts customers and keeps them coming back. Sacrifice a good seller for the interest of the customer. Ten percent off an item that everyone wants always brings a crowd.

The problem with the sale table is not always having something to put on sale. It may be necessary to be able to remove the table or be able to use it for another purpose such as a display for new or seasonal items. You will still keep them coming in to look.

CONCLUSION

The best selling gimmick is to avoid purchasing the unsellable. Know your customer. Watch what is on the market. What are people wearing? If neon is in, find a way of introducing it into your store. Keep up with the trends but don't overdo it. What your customer wants is what you should carry.

Keep your customers in mind when planning your line. If you have a hard time deciding if you should purchase a specific item, show your staff. Getting another opinion may be the answer. Rely on your staff for input. They can be the deciding point on whether an item will be of interest or not.

Jean Beebe is an administrative assistant in the I.S. Dept. and manages the HTI Company Store for Hutchinson Technology in Hutchinson, Minnesota.

Consumer Benefit Services, Inc.



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| *Discount Travel with 5% Rebates | *New Cars from \$50 over cost |
| *40-50% off Prescriptions | *Eye Care Plan |
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Healthy Lighting for the Workplace

Computer glare can result in visual health problems and reduced productivity for employees. Here are some "quick-fixes" you can show employees and a discussion of the need for proper lighting in the workplace.

by Alan Hedge, Ph.D.

Healthy lighting is one of the most cost-effective design elements in the office because, for most companies, annual lighting costs are equal to about one hour's salary costs! The importance of good office lighting design is frequently overlooked, especially in offices where many computers are used. Over the past decade, a number of studies have shown that complaints of eye problems

and screen glare are commonplace among workers who use computers. If no action is taken, these problems will eventually result in lost productivity, deteriorating visual health, and widespread dissatisfaction among workers. But what can be done? What do we know about good lighting design for the modern computerized office? What can recent research studies on the effects of lighting on health and productivity in modern offices tell us?

Most office lighting systems are primarily designed to support paper-based work. They shine light down onto the desk surface to allow comfortable reading and writing. While we work with matte paper and high-contrast text, this lighting works quite well. If the paper is glossy, reflected glare from the lighting can make it difficult to read. Fortunately, when we see glare on glossy paper we can usually move the paper around to get a better viewing position, but when we work at computers we are more restricted in what we can do to reduce glare problems. Because computers are usually viewed at right-angles to the desk, the overhead light shining down can create harsh shadows and glare. Screen glare is simply the reflection of the light source or any light object, such as a piece of paper or a shirt, in the computer screen. Screen glare changes the contrast of the characters on the screen against the background, which makes it more difficult for the

worker to see text and graphic information. This can result in more errors being made as well as a series of visual health problems for the worker.

To minimize screen glare problems, there are simple checks you should make, and several changes you should consider making to the computers, the users, the office layout and the office lighting.

CHECKING FOR GLARE PROBLEMS

Your first check is straightforward. Sit and look at the computer screen. If you can see light fixtures or white objects reflected in the screen, there's a glare problem. If you can't, look beyond the screen and to your left and right without moving your head. If you can see bright light sources, including looking to the outside through a window, there is a problem of direct glare, which can be just as visually distressing over time as screen glare. Finally, get a small, flat mirror and put it on the desk in front of you. Move it around the area of the desk where you do most of your reading and writing. If you can see bright light sources reflected in the mirror, you have a glare problem.

COMPUTERS AND SCREEN GLARE

Unlike computer screens of five years ago, newer computer screens are engineered to offer the best combination of good visibility and reduced glare. Because there is a trade-off between the need for an apparent smooth screen for optimum visibility of distortion-free images and an etched screen to minimize glare by scattering reflected light, there is a limit to the success engineering

changes alone can achieve. Changing screen color combinations can help. Screen glare problems will be more noticeable if you are working at a computer screen with a dark background and light characters than at one with a white background and dark characters. Several types of antiglare filters which cover your screen also can be bought. Some of these use a fine mesh, but over time dust collects on this mesh and it may become increasingly difficult to see the characters. Other types include those which use a polarizing filter. This works well to enhance screen contrasts, but polarizing filters are usually shiny surfaces which, in themselves, can reflect office lights to cause glare.

CHANGING USER BEHAVIOR

On many occasions, computer screens reflect light from white or light clothing worn by users. If your workers can wear darker clothes, encourage them to do so because this will help reduce screen reflections. This can help if you're in a "back office" situation where personal attire can be more casual, but it probably isn't a great idea to have a dark clothing policy in "front office" operations, as this may change client perceptions of your organization.

CHANGING OFFICE LAYOUT

If you can position a computer anywhere in a large office space, you can probably find a location where there is no glare. Unfortunately, not everybody can be in the same place at once. Believe it or not, however much we like daylight and sunshine, windows can be just as troublesome a source of glare as office lighting.

Ergonomic guidelines recommend that you should not place your

computer so the front of the screen faces a window, because you will get lots of screen reflections from the window; nor should you place the computer so the back of the screen faces a window, because looking away from your screen to a bright background will cause your eyes to tire over the course of the workday. The best position for a computer screen is sideways to the windows. If you have an enclosed office, place your screen on a side wall, not an end window wall. You also need to make sure that the wall is not painted white or a very light color, or again, you will be looking from a relatively dark visual field, the computer screen, to a much brighter visual field, the wall, and you'll suffer visual fatigue problems. If you cannot avoid placing a computer so it faces or backs to a window, try to cover the window with a darker-colored shade, blind, drapes or install external window coverings.

You also need to make sure your screen is positioned so paper or other light surfaces don't reflect in your screen. If you can't remove these objects, move the screen.

OFFICE LIGHTING DESIGN

Because all the remedies for screen glare problems described above have their limitations, a recommended approach to solving glare is to change the lighting system. There are several things that can be done to improve office lighting for computer work.

First, lighting levels can be lowered. Lowering the lighting helps reduce glare and improve screen contrast. Supplementary task lighting, such as a desk lamp, can be used for work if more light is needed for specific tasks.


Second, you should consider changing the lighting fixtures in your office. Recent research conducted by Cornell University in a building owned and occupied by the Xerox corporation has tested the effects of

two "state-of-the-art" lighting solutions to glare problems. The two lighting systems tested were a deep-cell parabolic downlighting system and a lensed-indirect uplighting system. The Cornell study showed that professional computer workers strongly prefer working under lensed-indirect lighting, and they report fewer glare problems, fewer visual health symptoms, such as eye focusing difficulties and tired eyes, and better productivity than do comparable workers with a parabolic lighting system.

CONCLUSION

Dealing with screen glare on computers can be a complex issue. To deal with lighting and screen glare issues on a long-term basis, you need to consult with a qualified lighting professional who will take your space, task, budget and energy usage into consideration when advising you on how to remedy your glare problems.

Several simple "do-it-yourself" methods to solve screen glare problems have been outlined, and hopefully these may prove helpful. If you aren't in a position to consider re-lighting your office spaces, you may have to consider these short-term remedies. Try hosting a computer ergonomics class to show employees how to use these remedies to correct some of their screen glare problems.

Some of the more involved measures, such as modifying existing overhead lighting fixtures, altering fixtures to reduce the amount of light in your office, or substituting task lighting for existing overhead lighting, are tricky and should be handled by a qualified lighting professional. 

Alan Hedge, Ph.D. is a professor in the department of design and environmental analysis at Cornell University in Ithaca, New York.

Flooring

If you have the opportunity to plan or revamp an employee activity center/facility, consider one of the least thought-about but most important features of the facility: the flooring.

by Arnie Rinta

It may not be often that you have the opportunity to plan, develop, determine specifications and, upon completion, manage an activity center. If you should have this opportunity, you need to be well-prepared with data to support your recommendations. Of course, the overall guiding factor is budget. With budget as your bottom line, you must establish priorities that best serve your customers' needs.

One of the top priorities for consideration is flooring. Flooring applies to all areas of use and activity function: The lobby, locker rooms, showers, aerobics, meeting rooms, multipurpose rooms, indoor tracks, fitness equipment rooms and your largest activity room, the gymnasium. Let's examine the major aspects of choosing the proper flooring.

THE LOBBY

The lobby "sets the stage" for your facility/activity center. It should convey a warm, welcoming feeling. Carpeting and/or ceramic tile is commonly used.

A current trend is to select a carpet in multitones. Basic colors should be able to withstand heavy traffic during various weather conditions such as rain, snow and mud. At day's end, a good vacuum cleaning and perhaps some spot cleaning should be able to restore it to original condition. This task should be performed daily, regardless of weather conditions. A periodic shampoo is also advisable as a good measure of preventive maintenance.

LOCKER ROOM

One of the biggest areas of concern is the locker room. It is here

where the majority of your activity program participants dress down, shower and redress after an hour of aerobics, a game of basketball or a class in karate.

Of paramount importance to locker room flooring is proper ventilation or air exchange. The quicker you remove humidity from the room, the less chance you have of moisture becoming a maintenance nemesis. Specify carpeting that is rubber-based, resists moisture, odor and bacteria.

At the Boeing Company's activity center, we have 500-600 participants daily who use the locker room, trudging sweat and water on the carpeting. The carpet is vacuumed daily and shampooed bimonthly with appropriate cleaning products. After four years of use, we have had no health-related cases of "athlete's foot" or similar problems.

SHOWER ROOM

Nonskid tile is probably your best and only choice. In addition, you might want to consider interlocking plastic grids which provide for safer more secure footing.

In any case, this area demands the most attention and daily maintenance. Properly attended to, you can prevent the buildup of scum and mildew that is a health and safety concern.

WEIGHT ROOM/ INDOOR TRACK

The same rubber-backed carpeting as in the locker room should be used here, since the major sweating activity occurs in these areas. Stress on equipment room and track flooring is compounded by the number of

participants and the placement of the various pieces of fitness equipment.

In addition to carpeting the equipment room, it is strongly recommended to place properly-sized rubber mats under each piece of workout apparatus. This gives you added protection and extends the life of your carpet.

If you have the luxury of planning an indoor track, the surface flooring for consideration is either carpeting or synthetic rubberized material. Both are acceptable. From our experience, though, if your track is banked in the corners, runners will have a tendency to stub their toes as they use the higher bank lanes at the turns.

AEROBICS

Proper flooring for aerobics activities is mandatory. The flooring should absorb a major amount of force, but be resilient enough to bounce back.

If your budget allows for a dedicated room and your program is for high- and low-impact aerobics, you may want to opt for a spring-loaded floor with a carpet overlay. A spring-loaded floor basically consists of 4' x 8' sheets of plywood with tapered springs spaced several inches apart. Placed over concrete and overlaid with plywood and carpet, this kind of floor absorbs the greatest amount of shock. Carpeting is identical for that specified for the locker and fitness equipment rooms.

Unfortunately, this kind of floor is basically one-dimensional; that is, it only serves one purpose. With the trend towards modified and low-impact aerobics and with improved footwear, it would better suit your overall program objectives by planning a true multipurpose room that can adequately serve aerobics activities and also serve recreational activities such as karate, square, social and round dancing programs.

If you want a multipurpose room, choose a hardwood floor that is

placed over synthetic rubber. This kind of system will cushion shock, absorb noise and permit under-floor circulation. It will also provide a better margin of safety for aerobics by reducing the possibility of foot grabbing that can occur on carpeting.

GYMNASIUM

Without a doubt, this flooring system demands your closest attention. No room will be utilized more than the gymnasium.


At a cost of approximately \$5 a square foot, you can provide the most high-tech flooring system available. This flooring is northern hardwood maple, 25/32" thick by 1 1/2 tongue and groove applied over a sleeper system that consists of 2" x 3" wood strips with PVC cushions. With proper specifications and maintenance, this system should have a life span that exceeds an average worker's lifetime.

Proper maintenance is a top consideration. Daily cleaning to remove players' grit is mandatory. You should also schedule an annual refinish that includes a light abrasive disc cleaning, an application of two coats of finish within the basketball key and one coat over the entire floor. Restripping athletic courts should be planned every four or five years. The basic appearance change that takes place over the years is a yellowing of the finish. If you are not bothered by this, it should be many years before a total sanding is required.

CONCLUSION

Choosing proper flooring is vital to the safe use and design of your activity center. If your philosophy is to provide a multiple-use facility, and I believe it should, choose flooring that will serve all the functions for which the room will be used.

Consult with others who have chosen flooring for their facilities. You can learn much from their experiences: What types of flooring they used, how the flooring is wearing, how well the maintenance schedule works, cost factors, suppliers and so forth.

In most cases, it takes months, and perhaps years, to justify a major capital project, such as a facility, to serve your employee recreation and fitness program needs. When you get the green light, do it right and make sure to consider the flooring. 

Arnie Rinta is recreation manager for the Boeing Company in Seattle, Washington.

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Whether you are planning a high-powered executive session or a festive employee getaway, many corporate travel planners are finding the guest ranches of British Columbia offer a therapeutic atmosphere perfect for full-scale company retreats or small group travel.

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management to concentrate on brainstorming or planning.

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With ranches that run the full spectrum—from rustic to luxurious, from relaxed to adventurous—there is something for everyone at the ranches of British Columbia. Activities range from three-day horseback safaris and heli-hiking expeditions to one-hour rides on trail ponies and casual nature walks.

Nighttime activities are equally diverse. Trips can easily include fun-filled hayrides to a campfire singalong or a good soak in an outdoor hot tub.

YEAR-ROUND ATTRACTIONS

Guest ranch trips can be taken during any season of the year. Still, the type of trip you are planning will affect what time of year you will want to go.

According to Tracy Ens, reservation manager for a guest ranch, "Employee retreats should be planned

for May through September." The spring and summer months bring a flurry of activities to this area. Though the ranches are best known for horseback riding, they also offer swimming, tennis, volleyball, fishing, hiking—the list goes on. Many ranches are only open during these warmer months.

The ranches that are open in the winter cater to small groups. Ens stated, "In the winter, we only have one group at the ranch at a time. We can plan activities specifically for the group and around whatever traveling schedules they have planned."

May/June or September/October are particularly good times of year for any size group. These dates mark the beginning and the end of the guest ranch season and groups have the ranches more to themselves than if they came during the peak of the season in July or August. The beautiful fall colors displayed throughout British Columbia in the months of September and October offer the additional benefit for those who visit during these months.

ACCOMMODATIONS

"There is no better way to view the spectacular scenery of British Columbia than on horseback," stated Karl Kramer, owner of a guest ranch and president of the British Columbia Guest Ranchers' Association. "Ranches offer everything from gentle trail ponies to high-spirited mounts, and riders can choose to take an hour-long trail ride or explore the countryside all day long."

Other activities include rodeos, hayrides, pack trips and overnight campouts, tennis, swimming, golf at nearby courses and canoeing. During the winter, cross-country skiing is a popular activity at many ranches, as are ice fishing and snowmobiling. Many ranches are also a short drive to

Consider visiting Canada's western-most province in an exciting, fun-filled way.

by Diane Hernandez

downhill skiing sites. Each ranch house has its own distinctive personality. One is certain to meet your group's individual needs and interests.

The variety of ranches also allows planners to find accommodations suited to their monetary considerations and for any degree of "roughing it." There are guest ranches where groups can stay in resort accommodations with air conditioning, room service, complete spa facilities and other amenities. Locations are also available which feature rustic log cabins and ranch-style group dining.

MISCELLANY

Ranches vary in size and can accommodate anywhere from 10-75

guests at any one time. The larger ranches can hold meeting space for approximately 60-70 people, while the average size ranch can hold 20-40 people.

While some ranches do offer group discounts, prices are considered very reasonable, especially because the Canadian exchange rate makes British Columbian travel very affordable for U.S. citizens.

To relax and fully appreciate the atmosphere of this quiet, remote area, your group should spend no less than two days. "It takes a while to relax and get adjusted to the routine of a ranch," stated Kramer. "I would advise groups to stay for approximately five days and they could easily stay for as many as 10."

Regardless of when you plan to visit British Columbia and visit its extraordinary guest ranches, prepare

for a unique vacation your organization's employees will long remember.



Diane Hernandez is a public relations writer for Tourism British Columbia. Her office is in San Juan Capistrano, California.

Correction: In the November travel department article, "Florida: Off-Season," NESRA Associate Members Universal Studios Florida and Wet'N Wild should also have been listed as Florida attractions.

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EMPLOYEE SERVICES MANAGEMENT

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ES&R's Role in Environmental Issues



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LETTER FROM THE EDITOR

Dear ESM Readers:

Anniversaries are a special time to reflect on the past and look forward to the future. A 50th anniversary is definitely a time for celebration.

1991 marks NESRA's 50th anniversary. For an association comprised of individuals who have successfully been able to look to the future while keeping our feet firmly planted on the ground, achieving this hallmark is no surprise.

ESM's editorial content reflects this special year for NESRA. In this issue, you'll find a synopsis of our development, our realized goals and our untapped potential. In each subsequent issue throughout 1991, you'll be able to rummage through the NESRA archives with us as we share past quotes, speeches, essays and anecdotes with you in the "NESRA Scrapbook" section, which will appear on page one.

We've added a "NESRA Member Profile" section to increase your awareness of the vast possibilities in the ES&R field. We will profile full-time ES&R managers, multi-hatters and volunteers. Some have been with their companies for 35 years; some for a few. We hope that profiling these dynamic individuals will give you some insight into your own careers.

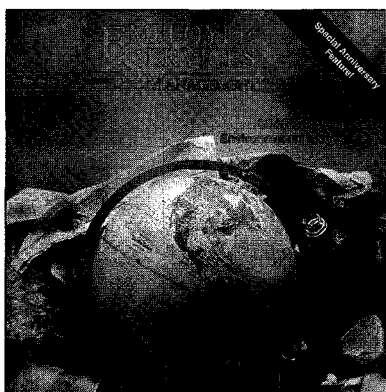
You'll also find a new department in ESM this year: The legal department. Written by Cody B. Bartlett, J.D., these articles will address the particular legal concerns of the ES&R manager. This series begins with an article analyzing the implications of the Americans with Disabilities Act on employee services and recreation.

In addition to providing these new services and celebrating our 50th anniversary, ESM will continue to address the issues crucial to your success as an ES&R manager. Environmental concerns, the global economy, entrepreneurship, financial planning, benefits and professionalism are some of the issues ESM will address—as always, with the unique informational needs of the ES&R manager in mind.

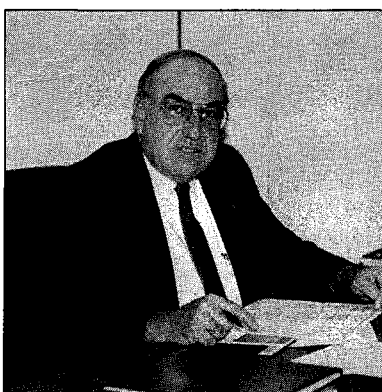
On a personal note, I hope the excitement we feel about NESRA's 50th Anniversary will be passed on to you. From my research into the archives, I've gained a definite sense of just what a unique, dedicated and driven group of people our members have been in the past, are now, and will be long into the future. Be proud of yourselves: you've helped make NESRA the association it is today. Together, we will enhance the employee quality of life long into the future.

Sincerely,

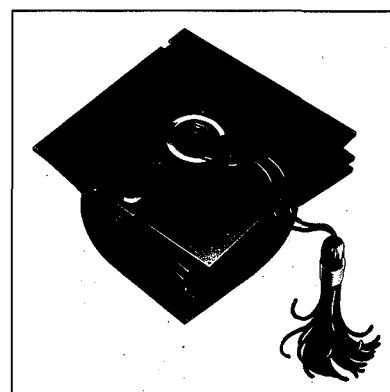
Elizabeth D. Martinet
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Stressful Shopping

Millions of parents say it's stressful to shop, according to *American Demographics*.

Dual-career parents in particular say shopping has lost its thrill because it's time consuming.

Researchers recently performed a study of over 500 married couples with children aged 13 and under. About 75 percent of these families were dual earners; the rest were single earners.

Even though there is a lot of hype over husband and wives sharing household responsibilities, wives are still responsible for family shopping. The study showed fathers spend three hours a week shopping, while mothers spend eight (including travel time). In 92 percent of dual-earner and single-earner families, wives are primarily responsible for buying goods (from groceries to clothing, furniture or other durable goods).

Wives are also responsible for 78 percent of the service transactions in single-earner families and 74 percent in dual-earner families.

Survey results reveal 11 million married shoppers with children don't like to shop. Half of the primary shoppers in dual-earner families and 35 percent of those in single-earner families feel shopping adds stress to their lives.

These parents say they have less time to shop because of work or other responsibilities. One-third of parents in dual-earner families say shopping interferes with the quality time they want to spend with their children. Seventy-one percent say they have to shop on weekends and 38 percent say they have to shop on weekday evenings.

To combat this problem, some parents are practicing time-saving techniques. For example, they may shop at a store which is more convenient, but not necessarily less

expensive. One couple said they shop more often, buying fewer items and using express check-out lanes. About 70 percent of dual- and single-earner parents occasionally seek information from catalogs. Forty percent get information from television. About 50 percent make at least occasional purchases from catalogs. However, they do not directly see catalog shopping as a time-saving technique.

Fewer than one in five respondents make a list and plan ahead.

This study shows consumers have not found a way to successfully limit the amount of time they need to shop. The opportunities for business to develop time-saving services are great.

These statistics may also be used to support the need for employee stores.

Personal Fulfillment

Instead of clamoring for money and power, employees are now searching for personal fulfillment and "quality of life," reports *U.S. News and World Report*.

Those who sacrificed their free time to climb the corporate ladder in the '80s now take weekends off and leave work at 5:00 p.m. to look for satisfaction outside the workplace.

Many successful professionals say they are disheartened and dissatisfied with their careers. They are exhausted from constantly trying to balance work and personal life. Despite their large salaries, they're not happy with their career success.

As baby-boomers reach their midlife crises, they ask themselves the same questions they asked in the '60s: "What's it all about?" "What do I have to show for my hard work?" Signs of this attitude shift prevail:

- Fewer than half of the senior

executives surveyed recently by a recruiting firm say they would pursue the same career if they had the chance to start over again today, compared with 60 percent just 10 years ago.

- For the first time in 15 years, Americans chose leisure (41 percent) over work (36 percent) as "the most important thing" in their lives in response to a question posed annually by the Roper Organization. In 1985, work was ahead 46 percent to 36 percent.

- Consultants and career counselors say they are overwhelmed with burned-out 30- and 40-year-old professionals looking to trade in their high-powered careers for careers with more psychic fulfillment.

With these demands, especially from young employees, employers are being forced to offer a more balanced life as they compete for a limited labor pool. Some companies are realizing it takes more than flextime, part-time positions, or job sharing to attract and retain employees.

Employers are changing their attitudes from consuming employees' time to encouraging employees to balance their time between their work and personal lives.

In giving employees more free time, many employers are also giving employees sole responsibility for their career development. In a recent study, 216 companies characterized their relationship with employees as a business-financial arrangement rather than a close family one. At the same time, more than 70 percent said employees need to be self-sufficient when it comes to managing their careers.

To balance work and personal life, employees are not necessarily working less, they are working differently. Some delegate more often and others limit the projects they work on and give them more

attention. Employees are putting in quality time at the office as well as at home.

Best Treatment for Breast Cancer

Physicians treating breast cancer draw upon an arsenal of three basic weapons: Radiation therapy (in which cancer cells are killed by controlled radiation, usually in the form of a photon beam), systemic chemotherapy (in which drugs toxic to cancer cells are prescribed) and surgery (in which cancerous tissue is excised). The doctor's challenge is to select the appropriate elements and tailor them to the individual case, balancing and sequencing them to deliver the greatest curative power with the fewest possible side effects.

Although a larger percentage of breast cancer is being diagnosed early, when treatment is most effective, for those women with locally advanced breast cancer—what physicians call Stage III—the best approach now appears to be a combination of all three regimens, according to recent research at Washington University School of Medicine in St. Louis. The sequence in which the individual treatments are prescribed also may be vitally important to success, preliminary findings show.

In their study of 237 women treated with various combinations of the three approaches over a span of 20 years (1968-1987), Mary V. Graham, M.D., and her colleagues in the Radiation Oncology Center at Mallinckrodt Institute of Radiology, report survival rates were significantly higher when all three treatment options were combined. Local control of tumors—prevention of recurrence at the original disease site—also peaked when systemic therapy, irradiation and mastectomy were combined.

After five years, 41 percent of the women were free from any evidence

of disease after treatment with all three modalities, compared to the lowest five-year freedom-from-disease figure of 19 percent for irradiation alone. After five years, local control of tumors was recorded in 93 percent of the surviving patients who received all three treatments.

Though mastectomy alone has been shown to yield poor results, with relapse rates as high as 78 percent five years after the surgery, Graham says, "Mastectomy is important for local control of tumors, even though the movement in general has been away from it. Sometimes, the tumor burden is apparently just too great for alternative therapies."

The investigators divided their 237 subjects into four groups: One group (15 percent) was treated with radiation therapy alone; the second (11 percent) received radiation therapy and chemotherapy; the third group (34 percent) consisted of women who had both a mastectomy

and irradiation, and the final group (40 percent) was treated with all three therapies. The differences in prescribed treatments reflect changes in thinking about what constitutes appropriate strategy for dealing with breast cancer over a span of 20 years.

Computer analysis of the collected data revealed what Perez calls, "Clear results. The combination decreased mortality," he says. Five years after treatment, the specific disease-free survival rates for the four groups were 19 percent for the group that received irradiation alone, 25 percent for those who were treated with both irradiation and chemotherapy, 34 percent for women who received radiation therapy and mastectomy, and 41 percent among those women who got all three treatments.

Researchers gathered evidence of how effective the four treatment modalities were in preventing recurrence of cancer at the original site five years post-treatment. The

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success rates: 31 percent, irradiation alone; 47 percent, irradiation and systemic therapy; 80 percent, irradiation and mastectomy; and 93 percent irradiation, mastectomy and systemic therapy combined. Researchers also found an increase in survival rates for women who were treated with chemotherapy and/or radiation before they underwent breast surgery rather than the reverse.

Vacation Time

What do people do during their vacation time? A recent poll shows 30 percent visit family/friends, 26 percent travel/sightsee, 21 percent stay at home, 17 percent visit a summer/winter resort and 6 percent don't have vacation or don't know, according to *USA Today*.

Managing Long-Distance

Acquisitions, telecommuting, multiple offices—today's managers are often in charge of people who work somewhere else. What does it take to manage people at a distance? The same skills you need to manage them close up, applied more carefully and consistently, according to *Management Letter*, Bureau of Business Practice, Waterford, CT.

According to Gil Gordon, a telecommuting consultant, to successfully manage people at other locations, you must:

- Give clear assignments and ongoing feedback. Clearly define what it will mean to successfully complete the task.
- Be accessible. Technology, old and new, enables any manager to adopt an open-door policy for subordinates thousands of miles away.
- Use your interpersonal skills to understand and help remote employees. Managers who know how to give emotional support to employees face-to-face can use the same skills with distant employees.

The emotional well-being of your people becomes a key concern when you manage at a distance. Most employees need to feel they are an integral part of a work group. Use the communication methods that best fit your people and situation to project the daily interaction that occurs in your office across the miles. This will help prevent remote employees from feeling isolated.

Hiring and Layoff Plans

Despite some optimistic economists' predictions that we will not be in a recession, a growing number of companies are cancelling hiring plans and planning layoffs to keep costs down during the economy's rocky times, reports *USA Today*.

A recent survey performed by Manpower, Inc., the world's largest temporary-help firm, polled 15,000 businesses last month on their staffing plans for first quarter 1991.

The results are very sobering. For the first time since first quarter 1983, Manpower's quarterly measure of hiring expectations is negative. For the first quarter 1991, the measure is minus 1, identical to the first quarter 1983 reading.

While 15 percent of the businesses say they will increase their workforces next quarter, 16 percent say they will cut them; 66 percent say their workforces will remain unchanged and 3 percent aren't sure of their plans.

First quarter numbers are usually lower than the rest of the year because of retail and construction seasonal layoffs.

The Northeast region may be the hardest hit. It has a hiring expectation measure of minus 9.

Ten percent of the companies in the region plan to add to their staffs, 19 percent say they will eliminate jobs; 66 percent say they will remain the same and 5 percent aren't sure of their plans.

The South and West have hiring expectation measures of plus 1. In the South, 16 percent of businesses say they will add workers and 15 percent will reduce employment. In the West, 17 percent plan to expand their staffs and 16 percent plan to cut back.

The Midwest's measure is level. Sixteen percent of businesses say they will add workers and 16 percent plan layoffs.

All the hiring-expectation measures, national and regional, took a dive after the August 2, 1990 Iraqi invasion of Kuwait. For example, the national measure has fallen to 12 for fourth quarter 1990 and minus 1 for first quarter 1991, down from 19 for third quarter 1990.

The construction industry will suffer most, with a minus 17 for first quarter 1991. Ten percent of companies will add workers and 27 percent will cut jobs.

Customer Service Rewards

Should managers reward employees for their quality customer service? Some managers believe employees should get prizes, others say employees should get pay raises, promotions or even pats on the back and still others say employees should get no rewards for this work, reports *The Wall Street Journal*.

One company implemented a point system which encouraged employees to implement quality customer service to earn points towards paid time off. The point system allowed employees to earn one point for each phone call they received and three points for each time they made a follow-up call. After a week, some employees earned up to four hours of paid time.

This is not always an effective way to instill good customer service habits in employees. Some managers have found when prizes ran out, so did the motivation. Offering prizes

can also confuse employees. They may view quality customer service as something "extra" they must do, rather than an integral part of their jobs. Encouraging customer service after promoting speed can also cause problems. Employees may ask, "What's more important—customers or speed?"

To boost customer service, one company offered a weekend seminar focusing on phone customer service and paid overtime to employees who attended. During the well-received seminar, motivational speakers and musical numbers echoed the message, "When you pick up the phone, you own the problem."

Some consultants and customer service managers agree that asking for quality service isn't enough. Companies should also recognize quality with meaningful rewards: Pay raises, promotions, even simple pats on the back or gold-plated plaques.

While many companies give awards, those that build rewards for quality service into their pay structure are few and far between.

Some executives go to the other extreme. They say the best reward is no reward. They believe having the job is reward enough.

Hotel Safety

Check out fire safety measures whenever you check into a hotel, suggests *University of California, Berkeley Wellness Letter*.

There were 8,000 hotel fires in the U.S. in 1987 in which 50 people died, most of them from inhaling smoke or toxic fumes, not from burns.

Many hotels have taken extra precautions to ensure safety. They have installed wireless alarms and sprinkler systems. Sensors placed in rooms, corridors, stairways and all public spaces send radio signals to a central monitoring station, which can then alert guests, fire fighters and

police. The sensors are battery powered and will continue to work even if the electricity goes out. More hotels are also decorating rooms with wall coverings that are highly fire resistant and, if they do burn, give off low toxicity fumes.

Realistically, your chances of getting caught in a hotel fire are very small; your chances of injury or death are even smaller. It's only prudent to take certain precautions:

- Know your surroundings. Find out where the nearest fire alarm is, in case you need to sound it, and verify escape routes. Know where the fire stairs are and make sure they're not blocked. Count the number of doors from your room to the nearest exit. This way you'll be able to feel your way in the dark. Also count the number of doors to the second nearest exit.
- Practice finding and unlocking your room door in the dark. Bring a small flashlight with you and keep it

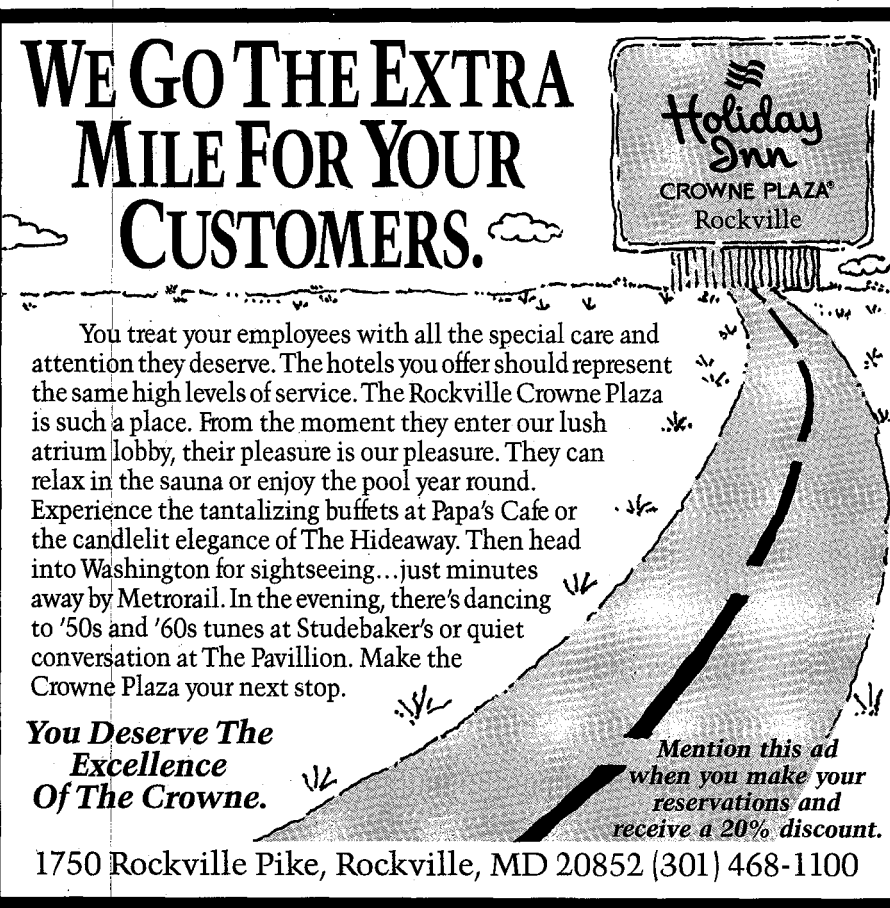
and your room key on your night stand. Take them with you if you need to evacuate. If flames force you back to your room, you don't want to be locked out.

- Don't smoke in bed. Half of all hotel fire fatalities are due to careless smokers.

- If you hear an alarm or smell smoke, feel your door knob and the back of the door. If they are cool, open the door slowly. If there is smoke in the hallway, crawl to the nearest exit. When the smoke is too heavy at the crawling level, return to your room. Don't try to run through heavy smoke—you won't make it. If the door is hot, stuff wet towels in the cracks around the door. Whether you stay in your room or return to it, call management or the fire station to tell them where you are. Then, turn off any fans or air conditioners and stand by the window where rescuers can see you.

- If there's a fire in your room, get

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out, sound the alarm and report it to management.

- Don't try to gather your possessions.
- Don't use the elevator.

Fair Treatment In Drug Testing

If your company tests for use of illegal drugs, you must make sure all employees are treated fairly, maintains *HR Magazine*.

It's relatively easy to formulate a drug-free workplace policy but difficult to implement this policy.

There are, essentially, four implementation benchmarks that must be met for the policy to be accepted and supported by a majority of the people.

- Policy implementation must be unbiased. If drug testing is part of the policy, the selection process, the collection process, the testing process, the reporting process, the intervention process, the rehabilitation process and the separation process must place all employees on level ground. Every person, regardless of their position and rank, must be treated equally. Every employee must understand up front this is a policy governed by procedure, not personality.
- Policy implementation must assure accuracy. No test will be 100 percent accurate. However, a system of checks and balances must be in place not only to prevent errors but also, more importantly, to catch an error if it occurs.
- Policy implementation should be understandable by everyone. Employees must understand the company's rationale, the policy and the process. They must also understand the purpose of the policy from a human standpoint.
- Policy implementation must be easy for both management and employees to explain, since other people will ask them to describe the policy. Employees can better support

a policy they can understand.

Most Americans do not want drugs in their businesses or their neighborhoods. Therefore, they are likely to support your policy.

Conserving Gasoline

Conserving gasoline makes sense any way you look at it. By using less gas, you can be gentler on the environment, save money and also do your part to reduce American dependence on foreign oil, reports The Consumer Information Center and the Department of Energy.

It doesn't take much. By following just a few simple guidelines, you can use gas wisely and get the most out of every gallon. Here are some tips:

- Drive 55. If all we did to conserve gas was follow speed limits, the U.S. would save two million gallons of gas a day. By not revving our engines or making abrupt starts and stops, we could save even more.
- Avoid excessive idling while you warm up your car or wait for passengers. Since today's vehicles are designed to warm up in a matter of seconds, you don't have to idle your engine before you get started in the morning. It takes more gas to idle your car for even a minute than to turn it off and start it again.
- Make sure tires are properly inflated and keep wheels properly aligned. If you can feel the car pulling to one side or if you can see uneven tread wear on your tires, your wheels need to be aligned. Check your tire pressure when the tires are relatively cool. Checking them when they are hot will give you an improper reading. Maintaining your wheels will help you get better gas mileage and will make your tires last longer.
- Use gas with an octane level recommended by your car's manufacturer. On a national scale, this could save almost three million gallons of gas a day. Most cars made today run best on 87 octane gas.

Higher octane gas doesn't improve mileage dramatically and it requires more petroleum to make each gallon.

- Change filters and fluids, especially oil, according to the manufacturer's maintenance schedule. This will not only help your gas mileage, it could also extend the life of your car.

Also use common sense:

- Plan trips. If you have three errands to run, consolidate them into one trip. Plan trips when traffic is at a minimum; you'll go faster and use less gas in the process.
- Walk or bicycle to work and to do errands.
- Use public transportation systems. Riding subways and buses not only saves gas, it frees you from the responsibilities of driving and may get you to your destination quicker.
- Join a car or van pool. In most big cities, government and private offices can help you find a carpool.

Consumers should beware of devices and gasoline additives advertised as "mileage boosters." Enticing as such a prospect may be, none of these products has been found to significantly increase fuel economy.

New AIDS Tests

In the future, new tests for the AIDS antibody may not require the use of needles and blood samples, reports *The Wall Street Journal*.

So far, a few companies have developed urine tests and one company is evaluating a saliva test it has developed to detect the HIV virus.

If these tests are approved, they may be used to extend screening to less-developed countries, where medical technology is scarce. In the U.S., if approved, the tests could reduce the amount of blood drawing required of health care workers. The tests could also restart the public debate over the possibility of home-testing for AIDS.

ES&R's Role in Environmental Issues



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The issues are confusing, but the employee services and recreation manager is in an excellent position to impact the organization's perception as a great, and environmentally sound, place to work.

by Elizabeth D. Martinet, editor

The world is not a pretty place to live in right now. We have depleted the ozone layer, we're ruining our earth's delicate ecostructure by destroying rainforests, we work in sick buildings, live in homes poisoned by Radon, eat food packaged in plastic or styrofoam containers, and dispose of our garbage in plastic, nonbiodegradable bags. These are only a few of the issues plaguing a world that

has realized the price we may pay for our rapidly advancing technology is the only habitat in which we can exist—the earth.

Is our situation really this horrendous? Depending on whom you speak to, we are either teetering on the brink of an ecological abyss, or we have actually improved our living conditions by trading in one evil for lesser ones, and

further that technology will continue to take care of its own evils. For example, a British writer in 1885 predicted London's future as abysmal. At the time, people could hardly see their hands in front of their faces on some days; a smog, sometimes called a "pea soup," had descended over the city and London's denizens were suffering from it. The solution to this particular situation was the invention of the automobile. After we realized that cars, too, emit hazardous wastes, we equipped them with catalytic converters.¹

People have become more concerned about the effects of technology on the earth. There are many ideological "camps" existing which argue what the best solution to our environmental concerns should be. Some would argue that we should sacrifice technology and advancement for ecological safety. Others would debate we should find a way to adapt to growth.²

Regardless of where you personally stand on how the world should deal with technology, population growth and the byproduct of both—waste, again, the fact remains that as a world of people, we have become more aware of the ecological problems our lifestyles and technology have created. On the American homestead, the Occupational Safety and Health Administration (OSHA) has levied record-setting, multi-million dollar fines for alleged health violations, half of which have been documented in the last four years. In England, 74 percent of respondents in a Gallup poll said they'd sacrifice economic growth for cleaner air and water. Seventy percent of voters in Sweden list the environment as their major concern.³

While all this is pretty amazing information, we don't know who to blame and who to turn to for help. Part of the problem, one source believes, is that we don't know who to trust or who to hold accountable for environmental problems because we keep receiving conflicting messages.⁴ But people are placing blame, and they hold businesses accountable for their environmental impact.⁵

We don't need to determine whether the American people are holding businesses accountable for their ecological impact and their waste. They do. We don't need to determine whether the American people are concerned about the environment. They are. What we need to determine, and what this article addresses, are the steps business, and more specifically, you as an ES&R manager, can take to show the community your organization is concerned about its employees and the environment.

B*ecome aware of the issues your organization could address and create ways to educate the public about the value of the organization.*

The Issues

This is a major part of the problem. A listing of environmental concerns reads like a "Who's Who" of ecological doom. Simply put, you can pick any issue you're interested in: Toxic waste, rainforest depletion, ozone levels, Alar, plastic, styrofoam, asbestos, chloroflourocarbons and so forth. The question for you, though, is which issues your organization becomes involved in, either unintentionally or due to the process of manufacturing its product. For example, Jeffrey L. Zelms, president of the Doe Run Company, cited the public's concern about lead in a speech he presented to the Battery Council International. Obviously, the

fact that people associate lead with hazards like paint and gasoline doesn't help Doe Run's image any. What did help is that the company chose to do something about it. Doe Run implemented a major cleanup program to make the workplace, and the community-at-large, safer.⁶ This is, for Doe Run, a way to assume responsibility for the processes it uses and for the product it makes; a way Doe Run became involved in the issues.

While Doe Run assumed its "accountability to the community" and mandated a cleanup program, for others the issues are more skewed.

In 1987, the Environmental Protection Agency (EPA), published "Unfinished Business," a report listing the pressing environmental issues of the day in two ways: 1) by the amount of time and money spent on the issue by the EPA and 2) by the degree of health risk to people. They found the things they were spending the most money on—toxic waste dumps—represented relatively low levels of risk, compared to other concerns.⁷

Further, a study by the Roper Organization asked Americans to rank the top environment problems. Water pollution, oil spills, hazardous waste releases and industrial air pollution were the top four concerns. The EPA, in a revised issue of "Unfinished Business," listed global climate change, habitat destruction, species extinction and ozone layer depletion as their top four concerns.⁸ This is the problem with environmental concerns. The community-at-large is aware of the problems, but doesn't know which problems are worse in the long run. People seem to be making stabs at those issues which concern them most in terms of ethics. Toxic waste is a major concern—people are not accustomed to having to deal with waste that has a half-life. But, as surveys and studies indicate, toxic waste is low on the totem pole of issues to address most immediately.

This doesn't mean that the issues don't need to be addressed. People are demanding that some action be taken, and they don't feel that anyone is doing anything. In short, they feel that "Business" doesn't care.

For any business to adopt an uncaring stance in the presence of an increasing demand for accountability is not a wise move.⁹ As an ES&R manager, then, become familiar with the happenings of your organization. Find out if any of its procedures, or if the product itself, are construed as being harmful. You cannot, as a person or a representative of an organization, assume responsibility for everything that is wrong on this earth. No one person or group can. What you can do, is become aware of the issues your organization could, and should, address and create ways to educate the public about the value of the organization. Your obvious step, once you know the issues, is to educate your public, show the community that your organization cares.

Community Involvement/ Education

"Cleaning up" business procedures or finding new ways to dispose of hazardous waste is costly. There is no way around this. However, in light of a more active community population, it would be wise to investigate these issues before they become laws.

For example, prior to the Exxon Valdez oil spill, no laws existed about how "secure" an oil carrier had to be. Now, though, a new law has significantly increased the liability for ship and barge owners. The law requires, over time, all tank vessels to have double hulls. Further, vessel and facility owners and operators must develop comprehensive oil spill response plans within the next two and one half years and submit them to the government for approval.¹⁰

While, for most of us, this seems entirely reasonable and good that oil carriers should have double hulls and response plans, it has taken a major oil spill to make the carriers accountable for their actions.

Laws, especially in environmental issues, are a double-edged sword in other ways. Since the 1977 Clean Air Act, Americans have spent some \$3.5 billion on reducing air pollution—with little to show for it. Current policies dictate specific technologies like smokestack scrubbers for coal-burning power

plants. The plant can't create a cleaner coal, it must have scrubbers.¹¹ In a sense then, the law has limited the ways an organization can achieve the same results.

Organizations are best in a position to correct their own environmental situations before "The Law" steps in and forces it to invest in a particular procedure. That's why public education is so important. It informs the community what your organization is doing, before it is forced to do anything. A proactive stance for an organization is much better than a reactive one, especially in environmental situations.

For example, in a speech delivered before the American Legion, a representative from the Council for Energy Awareness stated, "A typical [nuclear] plant produces about 30 million tons of used fuel each year. Contrast this with the more than 300 million tons of chemical waste created each year in our country."¹² The speaker was not denying that disposing of hazardous waste is a major issue for most people. He was, however, comparing two environmental evils and supported that nuclear power is the lesser of the two. Whether you personally believe this or not, this is what public education is about: Presenting information in a way construed as being more positive to the community.

Another example of proactive public education is the Monsanto Company's "material safety data sheets," which it makes available to the public on a regular basis. The sheets describe in detail the health and safety effects of each of the chemicals Monsanto uses.¹³ The public can feel more secure knowing that Monsanto cares about its community and about the people it employs.

Since part of your job is communicating to employees and the community that the organization truly cares, and since you have promised to become more aware of the issues, you should also develop a plan for helping the company's environmental image in the community. While this might not fall under your normal job responsibilities, you can find out who is responsible and perhaps help this individual or group organize a task force.

I mplementing traditional
ES&R programs are
definite and valuable steps
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you can also become more
environmentally aware in
the workplace.

Employee Involvement/ Education

Community education is valuable, but it's only part of the story. The organization must also concentrate its efforts on informing employees it cares about their health and safety.

Implementing traditional ES&R programs are definite and valuable steps in the right direction, but you can also become more environmentally aware in the workplace.

This, too, is a situation where you can pick the issues: Indoor air pollution, ergonomics, recycling, refusing to use styrofoam or plastics and so forth.

Sick building syndrome, caused by improper ventilation in the workplace, is a relatively solvable problem. Take a look at the air vents. If no air is moving through them, you can contact the proper authorities and organize a program to improve the air circulation in the building.

A walk around the office will tell you which individuals suffer from screen glare, which can't see well at all and which can work well. While, for some organizations, installing windows to let in natural light is probably too costly an alternative, you can host an education session to help employees best adjust to the lighting in their workspaces.

The recycling business has boomed, as it should. Part of the reason for this is that it is relatively easy to implement such a program. S. C. Johnson Wax in Racine, Wisconsin is one member company that has implemented a recycling program of paper products, bottles, plastic, metal and aluminum cans. On the same vein, General Mills in Minneapolis, Minnesota has implemented a recycling program which involves removing styrofoam cups from the workplace. They replaced styrofoam cups with mugs employees can use over and over again. This saves the company money while General Mills takes part in saving the environment.

You don't have to be an environmental expert to implement a recycling or environmental awareness program in the workplace. You do, however, need to do something. With recycling programs, employees take great pride in knowing they are helping the environment, even while at work. Pride is a very valuable concept to pass on to employees.

Conclusion

The challenge of becoming more involved in environmental issues is a tremendous one, but one that the ES&R manager is in a very opportune position to undertake. Before you do anything, you must become

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more aware of what the issues are in your organization.

Implement programs in the workplace which will involve employees. Safety, ergonomics and recycling are profitable additions to your present program offerings, both in terms of the pride employees can garner from knowing they are helping the environment, and in terms of saving the company money.

Find out who is responsible for public education about the organization. Suggest to this individual that s/he forms a task force to investigate any processes or products the organization creates or uses which could be construed as being unsafe to the environment. Let the public know your organization cares and is concerned about the environment before bills are passed that would affect your organization's operations.

Since your job as an employee services and recreation manager is to enhance employee quality of life, it should go without saying that the world in which we live has a definite, lasting effect on everyone's lives.



FOOTNOTES

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3, 5, 6, 9 Jeffrey Zelms. "Lead in 2000: We Must Act Today to Earn Future Consent," *Vital Speeches of the Day*, Vol. LVII, No. 13, November 15, 1990. pp. 75-76.

4, 7, 8, 13 Mark L. Schannon. "One Businessperson's View of the Ecological Crisis: The Restoration of Trust," *Vital Speeches of the Day*, Vol. LVII, No. 6, January 1, 1991. pp. 174-178.

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50 Years of Pride and Progress

As NESRA celebrates its 50th Anniversary, let's take a walk through the history of NESRA's involvement in workplace issues, its growth and potential.

At right is a photo of the closing banquet at the 1944 Annual Conference, held at the Edgewater Beach Hotel in Chicago, IL



*by Elizabeth D. Martinet,
editor*

Whenever someone celebrates a 50th anniversary, I'm reminded of a childhood rhyme, "Make new friends, but keep the old; one is silver and the other's gold."

I'm especially reminded of this rhyme when thinking about NESRA's 50th

Anniversary. For 50 years, we've been about people, about friends. We've advocated what are now called non-negotiated benefits long before they became popular. And when non-negotiated benefits became almost mandatory in order for a business to attract and retain the best possible employees, instead of resting on our laurels, NESRA has concentrated its efforts even more.

How did this happen? People had a vision and were determined to make it reality. NESRA's leaders and members have long had the ability to keep their eyes on the future while keeping their feet firmly planted on the ground. To understand NESRA's dynamic history, let's examine the association's roots, browse through pieces of our more immediate past and ponder our present as we embark on a challenging future.

The Beginning

NESRA was incorporated as the American Association for Industrial Recreation (AAIR) November 21, 1941, from the recommendations of a steering committee to

the National Recreation Association. Its first (and immediate) undertaking: A survey entitled "Recreation: Its Development and Present Status." This survey helped propagate the value of industrial recreation (IR) in the workplace.

A firm belief in IR underscored the association's early endeavors. Dr. Floyd R. Eastwood, founding member and first president, summed up the goals of industrial recreation in the workplace when he said, "One of the fundamental aims and objectives of IR is to promote better employer-employee relations through a sound comprehensive recreation program for industrial workers.

"It should be appreciated that recreation is not the only factor in increasing production. Proper lighting, working conditions, attitude of management, rates of pay, home

conditions of the workers and the like, are other variables completing the mosaic of productivity."

This mosaic was put to the test as IR became crucial in a nationwide endeavor to step up production and keep up morale during the war effort. Many employers turned to IR to create programs which would keep employees healthy, happy and on the job.

Other organizations adopted similar strategies the IR manager could put to use. For example, the Institute of Life Insurance promoted a "Keep Well Crusade" in which they recommended employees should:

- Eat right
- Get your rest
- See your doctor once a year
- Keep clean
- Play some each day.

IR managers had a definite reason to be concerned about employee health. Businesses needed everyone on the job and working in order to keep productivity at the levels it needed to be.

IR managers added other pieces to the IR mosaic by providing piped-in music in the factory, family days and picnics.

The government was also paying attention to the physical and emotional well-being of the nation's employees. In 1944, the Commission of Physical Fitness in Industry was formed. Industry began implementing recreation programs to give employees a chance to improve their fitness, which, for many organizations, reflected a belief that a healthy employee would have fewer days of absenteeism and fewer accidents.

When the war ended, an elated population was forced to deal with a more perplexing issue: Reduced governmental contracts and a declining demand for other products as well. Businesses were forced to "tighten their belts" to adjust to a post-war economy.

In response to the need for budget-crunching, Willis H. "Bid" Edmund, 1949 AAIR president, wrote, "Don't forget...if your management or your association says you have to tighten the belt, do it gracefully and professionally. Don't cut that program, just do more and better programming in different ways. Remember the volunteer—that's a good part of programming too."

To help organizations offer creative programming under financially tight situations, AAIR had already begun offering members a newsletter, idea clinics and manuals which provided a way members could swap programs, read about other company offerings and learn about the latest research on the value of IR in the workplace.

Even as budgets were being cut, the message of IR and the association that promoted its value was being spread throughout the nation. To reflect a tremendous and widespread growth in membership, on June 10, 1949, the AAIR changed its name to the National Industrial Recreation Association (NIRA).

The '50s

We liked Ike, were afraid of communists, built bomb shelters in our back yards and, most importantly, valued the family and community.

Despite post-war layoffs, IR programs remained mainstays of member company offerings. One reason: IR departments had found a way to generate funds for their own programs with the profits from vending machine operations. This self-sufficiency helped maintain the level of IR programming employees had come to expect and, in some cases, provided a way for managers to create new programs.

Reflecting the values of the time, IR managers offered more ways to involve the whole family. Retirees were included in corporate programs: Allis-Chalmers, for example, formed the Retired Employee's Recreation Club, which provided life memberships to retirees so the extended Allis-Chalmers "family" could remain affiliated with the company.

The importance of on-the-job safety became a crucial issue, as many member companies began combatting alcoholism in the workplace.

Colonel Theodore Bank, then president of the Athletic Institute and director of the U.S. Army Physical Fitness Program, reflected this trend in recognizing employee fitness as more than physical. He said, "When we talk about 'fitness,' we, of course, think not only of the physical implications, but also the emotional aspects. All of us realize the contribution that wholesome recreation activities of any kind make in bringing about the mental and emotional stability of our citizens in this fast-moving age" (from his keynote address at the 15th Conference, New York, New York).

Corporate-sponsored family recreation programs also combatted a "new industrial problem caused by the nation's growing interest in television," as reported by Ellis Haller in a 5/22/52 issue of the Wall Street Journal. Instead of vegetating around the television set, recreation programs got families out of the house and participating in activities together.

The same article also provided insight into why NIRA member organizations invested so much time and money into IR programs. "Look at it this way," John Fulton, then NIRA's executive director said. "It costs from \$500 to \$1000 to recruit and train the average new industrial employee. If a company can make working conditions pleasant enough to keep 10 employees a year from leaving, it's well worth the investment in a planned recreation scheme."

To help members develop their 'recreation schemes,' NIRA continued offering members surveys and program ideas. NIRA also provided a publication entitled "How to Measure Program Effectiveness," so IR managers could accurately judge which programs reached the widest employee audiences.

In response to growing interest, NIRA formed a Travel Council in 1957. The council discussed and reported on trends and issues in corporate travel programs.

NIRA sensed a growing need to honor a member organization with an overall outstanding IR program. The Helms Athletic Foundation was formed to do just that; in 1957, Lockheed Aircraft Corporation in Burbank, CA received the first award.

Just as program offerings developed during the '50s, so did NIRA's membership base. In 1957, a regional plan of board representation was created so NIRA could better meet the needs of its diverse membership.

On January 1, 1958, NIRA published its first issue of Recreation Management (RM), a compilation of the company profiles, idea clinics and surveys members had come to expect from NIRA. RM became the resource members could turn to for program ideas, research in the field and analyses of the increasingly complex issues relevant to the IR manager.

The '60s

As flower power, peace marches, civil rights, and political unrest entered the American culture, the family values of the '50s included a new element in the '60s: Community service. Proactive members recognized the public relations value in organizational offerings. Some offered their programs to the general area so the community could experience the organization's dedication to its employees as well.

Robert W. Nickels, executive vice president of Faultless Rubber Company, illustrated industrial recreation's role as a community/public relations tool when he said, "Last, but not the least important contribution our recreation program has made to our welfare is in the area of community relations. Our Memorial Building is used by many civic groups for various functions at a nominal rental fee; our participation in industrial leagues is outstanding and so recognized" (*Recreation Management*, 1962).

NIRA, recognizing its members were doing much more than organizing sports leagues and that they were, in fact, professionals as driven by corporate success as any product manager was, established the Certified Industrial Recreation Administrator (CIRA) and Certified Industrial Recreation Leader (CIRL) programs in 1961. Only those individuals who passed a rigorous examination were awarded the coveted CIRA or, in the case of volunteers, CIRL status.

NIRA also promoted the value of education in the development of the professionalism of the field. In 1961, the National Industrial Recreation Research and Education Foundation (NIRREF) established a

scholarship students majoring in related disciplines could use to fund their education.

Many IR managers began to include prevention in their health promotion programs. Spotting the signs of a heart attack and preventing one from ever occurring became an important element of the IR manager's overall recreation program.

A perplexing idea which began in the '60s and carried through to the '80s was that the increased productivity brought on by an "age of automation" would reduce the number of hours employees needed to work, causing a "leisure strain."

It was John F. Kennedy who challenged the IR manager with addressing this issue when he said, "How we Americans spend leisure time might seem to have little bearing on the strength of our nation or the worth and prestige of our free society. Yet we certainly cannot continue to thrive as a strong and vigorous free people unless we understand and use creatively one of our greatest resources—our leisure."

The '70s

Disco, platform shoes and 'the streak' were new developments in the '70s, but coping with a leisure strain continued to challenge IR managers and their program offerings. Further, organizations began to wonder about the work ethic of a youth that would grow up with "too much" leisure.

Henry Diehl, Jr. wrote in a 1972 issue of Recreation Management, "Today our children are feeling the leisure strain and will continue to for years to come. What are we doing to help them prepare for these years of leisure?"

"Since man began, work has been the avenue to four basic components of fulfillment—self-worth, self-realization, identification and a sense of belonging. The work ethic is now vanishing, but the need for these components is still so very necessary. Unfortunately, too often it goes unnoticed. What are we doing to help our young people derive these benefits of work through leisure?"

The IR manager's answer: Programming and education. IR managers showed employees ways to spend their leisure time by providing hobby clubs, sports leagues, travel programs and so forth. They also began offering coed recreation programs and women's physical fitness programs. They educated students about the value of the profession and generated interest in the field via internship programs. NIRA, too, established an internship program in 1972, reflecting the belief that experience is one of the best teachers.

NIRA, ever-involved in organizational issues, formally recognized that, without management's support, industrial recreation wouldn't exist. With this in mind, NIRA began its Employer of the Year award program to

honor the chief managing officer who illustrated an active belief in and support of the value of IR in the workplace. Frank Flick, of the Flick-Reedy Corporation, was the first recipient of this honor.

Community service continued to be a major way IR managers could communicate the organization's caring attitude. As dealing with an energy crisis became an issue, ES&R managers implemented car pooling programs so employees could get to work, save on gas and help the environment all at once.

The '80s

The concern about a potential leisure strain continued into the '80s, but then all but vanished as managers and employees realized, instead of having too much leisure, they had too many demands. The workplace was stressed, with employees fighting the conflicting demands of work and family.

NIRA knew it was time to inform the nation of the shift in the IR manager's responsibilities, which now included health and wellness, community relations, education, hobby clubs, recreation programs and more. Effective January 1, 1982, NIRA became known as the National Employee Services and Recreation Association (NESRA). NESRA illustrated ways members could help employees balance work and family needs. *Employee Services Management* began including analyses of human resources issues, justification research and helpful how-to's members could use to expand their program offerings. Further, NESRA recognized the value of using employee services and recreation as a recruiting tool, since non-negotiated benefits were becoming a more visible component of employee benefits packages.

As women became major contributors to the workforce and single-parent families grew in numbers, proactive organizations investigated different childcare offerings, with services ranging from referrals to subsidized childcare to on-site facilities.

Community service continued to be essential to a well-rounded ES&R program. ES&R managers implemented programs to help employees and their families deal with inflation and the threat of recession. Discount services continued to help employees stretch their paychecks and employee stores began to appear, providing employees convenient goods at below-retail prices.

In response to an increasingly-diverse labor pool, organizations began implementing flextime, flexplace and other employment alternatives. Cafeteria benefits plans became a possibility, which allowed employees to choose the benefits packages that would best meet their needs.

As buyouts, mergers and restructurings plagued the American workforce, employers created new employee

pools. Jobshares and part-time work became more common, but perhaps the option with the biggest impact on ES&R was volunteerism. ES&R managers were either volunteers themselves or recruited volunteers to help plan and implement a wide range of employee programs.

Recreation and physical fitness programs extended the "whole person" concept, as health promotion included smoking cessation, employee assistance programs and ergonomic issues like lighting, air, screen glare and so forth.

Now...and Beyond Tomorrow

Striving for excellence has been an objective of NESRA and its membership since its inception in 1941. The same drive that led us to help organizations step up production, reduce accidents and retain employees is the same drive that will lead us to overcome a period of economic uncertainty brought on by a global economy.

There is no doubt the workforce and certain business objectives have changed since 1941. We are a much more diverse, globally aware, environmentally concerned workforce. We have a host of new issues confronting us: An aging population, skyrocketing health care costs and the declining fitness of our youth, just to name a few. But, if NESRA's rich history is any predictor of our success, we'll beat the challenges.

In the past few years alone, NESRA has implemented a few forward-looking programs. The recommendations from our first strategic long-range plan indicated we should form an employee store membership section. We have developed a complete set of services to help address the unique needs of this new membership base. We have also made a concerted effort to expand on an already formidable chapter base, realizing the value NESRA members can derive from networking among peers. Further, generous support from the NESRA Education and Research Foundation has enabled us to publish three books in a four-textbook series of issues relevant to the ES&R manager; we have funded membership surveys to help us understand who we are, what we do and our value in the workplace; we have funded two strategic long-range plans which have helped NESRA test its success and dedicate its efforts to the undertakings our membership needs.

NESRA has acquired a lot of "silver and gold" in the friendships we've made along the course of our 50-year history. The founding members of NESRA are our "golden" friends. Their achievements have helped make us the association we are today. This experience, combined with the vision of our "silver" friends—our present members—is sure to lead us along the same path of success as we continue to enhance employee quality of life long into the future.



Take it From Those Who Know



50th Annual NESRA Conference and Exhibit
The Mirage • Las Vegas, NV
April 28-May 2, 1991

NESRA recently polled a few of the delegates who attended the 1990 Conference and Exhibit. Here are their testimonials.

How did you benefit from attending the 49th Annual NESRA Conference and Exhibit?

"The position I hold now is the first formal employee services-related position I've had. One of the most important things I learned by attending the conference was a better sense of who ES&R managers are, how to appeal to a wide variety of employee interests and what should be done in the field. Attending the educational sessions was very useful and really communicated a sense of professionalism about the field. The contacts I made at the conference have been especially important. I've been in touch with a few of the people I've met at the conference to brainstorm for program ideas or troubleshoot a problem."

—Michele Brent, manager, employee services department,
Kaiser Permanente Medical Care Program, Oakland, CA.

After attending the conference for the first time in '90, why will you be returning in '91?

"The conference helped me learn many valuable things I've been able to apply on the job. The roundtable discussions were especially helpful, because brainstorming with my peers helped me find new solutions to workplace issues. It was also rewarding to be able to meet so many new people and exchange ideas and thoughts about ES&R. I look forward to attending the conference in '91!"

—Nancie Fogelman, CESRA, activities coordinator, Blue Cross of California, Woodland Hills, CA.

What social/networking opportunities have you found through attending NESRA's annual conference?

"On a chapter level, the chance to talk with other chapter leaders enhanced my own abilities as a chapter president. Networking with others was extremely beneficial to me, especially since my full-time position does not involve employee services and recreation. My

discussions with other chapter presidents gave me a way to gauge my performance."

—John Buell, 1990 RARES president, Ogden Telephone Co., Spencerport, NY.

"Attending the conference is one of the few opportunities I have to meet people in my profession. Whether we're meeting socially or discussing workplace issues, it really helps to meet people face-to-face, so I feel comfortable calling on them in the future."

—Lori Sharp, CESRA, employee services coordinator, Martin Marietta Astronautics Group, Denver, CO.

What benefits do you derive from attending the educational sessions?

"Like anything, it is always good to upgrade on your knowledge base so you can be aware of developments in the ES&R field. I never cease to learn something valuable at the conference. Attending the conference is still a tremendous amount of help to me. I always pick up some piece of information that makes a difference either to me personally or on the job."

—Jack Rinaldo, RVESRA, activities director, Atwood Industries, Inc., Rockford, IL.

How did attending the employee store track sessions help you with your store operations?

"The information I gained at the conference helped cut down on my stress and helped me feel more comfortable with the store's operations. I also benefitted from exchanging problems and solutions with other delegates. It was reassuring for me to know that other people have had troubles with their stores in the past, too. Especially interesting to me were the merchandising and security sessions. Overall, the store sessions were instrumental in my feeling more comfortable as a store manager, and the interaction with other store managers was so valuable."

—Jean Beebe, HTI store manager, Hutchinson Technology, Hutchinson, MN.

"St. Joseph's Hospital created an employee store shortly after I returned from the conference. The information I gained in the employee store sessions really helped get the store off the ground. Even the sessions that didn't directly pertain to our immediate needs helped me realize the potential of our employee store."

—Kay Baker, director, volunteer services, Health East—St. Joseph's Hospital, St. Paul, MN.

How did attending the health track sessions help you in your work?

"The health track sessions helped me deal with my own stress more effectively! Because I am in the personnel department, the information I gained by attending the health track sessions, particularly the "High on the Job" session, sharpened my awareness of the problems which could exist in the workplace and what to look for. Overall, attending the conference helped me both as an activities representative and more specifically on the job."

—Marta Brue, secretary of State Farm Employee Activities Association, State Farm Insurance Co., Bloomington, IL.

How did you benefit from attending the exhibit hall at the national conference?

"Attending the exhibit hall was helpful in two ways. First, I made some great contacts and have used them for my employee store and employee discount programs. Secondly, it was great to exchange ideas with other employee store managers."

—Jerry Cunningham, recreation representative, Eastman Chemical Company, Kingsport, TN.

You've attended every Annual NESRA Conference and Exhibit since 1979. What keeps you coming back?

"Four things keep me coming to the annual conferences: 1) Attending the conference is a way to recharge, to return to the workplace revitalized and with more enthusiasm for my job and the ES&R field. 2) It provides the opportunity to network among my peers, to exchange thoughts and ideas. 3) It is a great chance to greet the friends and contacts I've made over the years and to make new friends and contacts. 4) It is about the only opportunity I have to attend educational sessions given by speakers of a national caliber.

These four things, combined with the fact that I always learn something new at the conference, have kept me coming back over the years."

—Bob Crunstedt, CESRA, manager, Honeywell Employee Club, Honeywell, Inc., Minneapolis, MN.





50th Annual Conference and Exhibit
The Mirage • Las Vegas, Nevada
April 28-May 2, 1991

Full Name (Print) _____ Common First Name _____
Company _____ Position _____
Address _____
City _____ State _____ Zip Code _____
Phone _____ Number of Employees _____
Status: Delegate ____ Spouse ____ CESRA ____ CESRL ____ RVESRA ____
Is this your first National Conference? Yes ____ No ____
Expected date of Arrival _____ Departure _____

REGISTRATION PACKAGES: Please circle amount enclosed.

	Prior to 4/1/91	After 4/1/91
Delegate-NESRA Member	\$345	\$370
Non-Member Delegate	365	390
Associate Member not Exhibiting	450	475
Spouse	165	175
Student (Includes sponsored functions)	175	175
Retiree	75	75

SUBMIT A SEPARATE REGISTRATION FORM FOR EACH PERSON. DUPLICATE COPIES OF THIS FORM WILL BE ACCEPTED.

Please include your check payable to NESRA. Advance registration cannot be accepted without full payment. Mail check and registration form to: NESRA, 2400 S. Downing Ave., Westchester, IL, 60154-5199. Any questions, call (708) 562-8130.

Cancellation: Full registration will be refunded if cancellation is received postmarked no later than 4/1/91. After that date, refund cannot be guaranteed.

A HOTEL RESERVATION CARD WILL BE PART OF YOUR CONFERENCE CONFIRMATION PACKET. All room reservations must be made directly with The Mirage Hotel. We cannot guarantee room availability after 3/15/91. NESRA Conference room rate at The Mirage is \$93 (single or double—**NO SATURDAY ARRIVALS**—Hotel Policy). Should you prefer to telephone in your room reservation, the numbers are (800) 627-6667 or (702) 791-7444. Be sure to state you are part of the NESRA Conference.

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HAPPY ANNIVERSARY, NESRA!



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For 50 years, the National Employee Services and Recreation Association has been providing its members with the education, resources and professional development they need to offer quality employee services and recreation programs to their organization's employees.

The companies shown on these two pages have helped make NESRA the association it is today: An association dedicated to enhancing employee quality of life.

Success in Helping Others

A heartfelt commitment to helping others and a sincere belief in the value of ES&R have helped Ed Bruno, CESRA, manager of recreation services at 3M in St. Paul, Minnesota, promote 3M's reputation as a great place to work.

In this first-person 'interview', Bruno describes his career path, the development of program offerings at 3M and his personal goals and involvement in NESRA.



For a person who spent ten years at 3M in the marketing department, one would ask why ES&R as a career

move? During my years prior to ES&R, I was one of the many volunteers needed to make programs successful. My love for people, my committee work and my work as an officer of our club sparked my ambitions to make recreation a career. Tremendous growth in the '60s of the recreation program created an opportunity to change career paths—a change that I've been happy about ever

since. I can really express myself through my work.

I am definitely a "people person." Even

as a child I wanted to take part in helping people. I thrive on activity participation, so I suspect you would classify me as an extrovert.

The same qualities I possess are needed for a successful ES&R program. I look for these qualities in recruiting volunteers and paid staff to lead 3M's employee services and recreation programs.

The 3M company's main office location was in eye view of the schools I attended during my adolescent years. During those years, we would learn about 3M's reputation as a company that cares for its employees. It became a dream of many of my classmates to work for such a company one day. It is obvious with the recent celebration of my 33rd year with 3M I am pleased with my career decision.

The workplace environment differs greatly from the school and military environment I was associated with prior to my employment at 3M.

I have learned over the years to be a risk taker, an innovator, and especially in the ES&R field, to be very open-minded. In order for a program which depends heavily on volunteers to succeed, one must listen and be prepared to institute the ideas generated by those volunteers.

The workplace has changed greatly over the years, from a predominantly male population to a more balanced workforce and one has to be flexible to adapt to the changes.

A typical day begins with brief discussions with office staff to review the day's activities, followed by a review of the daily Tartan Park activities (Tartan Park is 3M's 483-acre recreation park). I meet with vendors during the morning hours. Because of the volunteer aspect of the program, I hold luncheon committee meetings to keep everyone in touch. My afternoon includes visits to the "Park" and meetings with the individual department managers there.

The recreation staff consists of 26 full-time employees, 28 part-time employees and 72 temporary/summer employees. A large portion of the staff consists of food services employees for the restaurant.

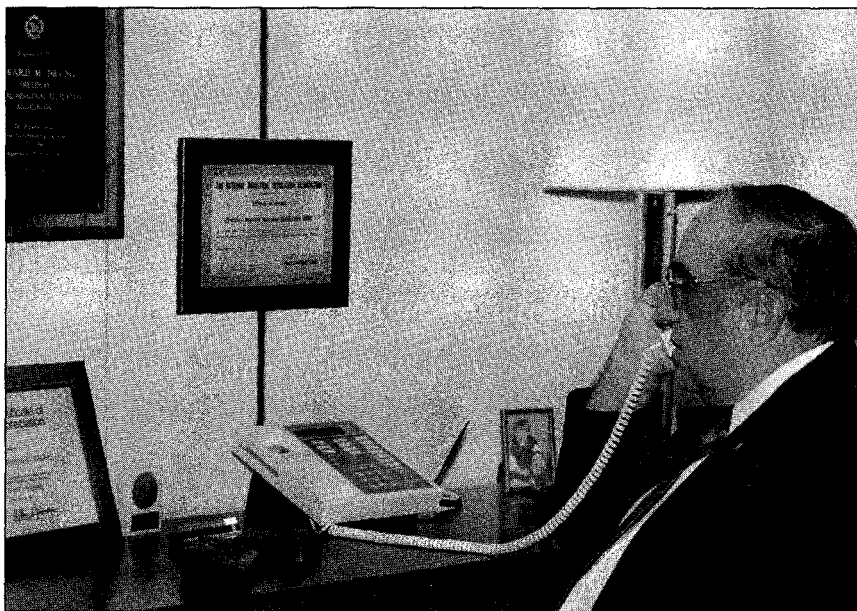
A Company Philosophy Reflecting a Belief in Employees

3M Company was founded in 1902 in the small mining community of Two Harbors, Minnesota with its first commercial product, sandpaper. It is an international company which operates in 49 countries and 123 locations in the United States with a worldwide employment of 85,000. We are known as a manufacturing company with primary markets in

communications, construction and maintenance, consumer products, electronic and electrical manufacturing, health care, office products, safety and security, transportation, voice video and data communications.

3M's ES&R programs are very broad, taking care of a wide variety of interests. St. Paul, the corporate headquarters, which employs 17,000, has the most extensive program offerings:

- A full indoor/outdoor intramural sports program, 56 club and hobby groups, music activities, discount merchandise and ticket sales, extensive mail order sales, special events and health promotion activities.
- A 483-acre recreation park, called Tartan Park, consisting of picnic pavilions, tennis courts, ballfields, 27 holes of golf and a large clubhouse with full dining facilities.
- Employee relocation, employee assistance and

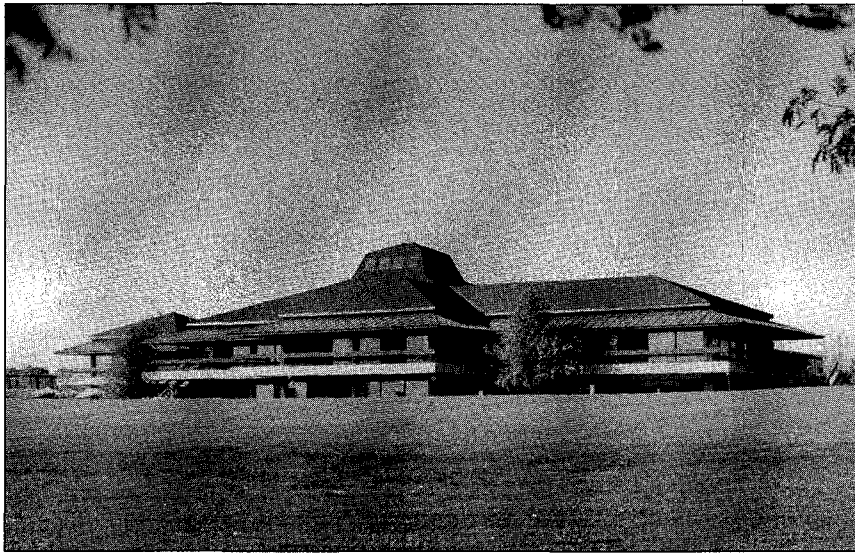


Ed Bruno spends a portion of each day making follow-up telephone calls. In the background you can see the commemorative plaque from his term as NESRA President, a Certificate of Appreciation and his CIRA (now CESRA) certification plaque.

childcare coordination.

Our human resources principles, which are prominently posted in every 3M facility, clearly articulate the company's philosophy about the value of our employees. People truly are our most valuable resource.

3M has a long-standing tradition of demonstrating its concern and support for its employees, both within and outside the realm of employee services and recreation. It has committed millions of dollars to recreation services over the years and employees are strongly encouraged to participate in the numerous recreational and special interest activities that are available as the result of funding from 3M.



Tartan Park—including the clubhouse, shown here—is one of Ed Bruno's proudest achievements.

3M was a pioneer in initiating a pension plan in 1932. We've had an employee assistance program since 1972, through which help is available to employees and their family members nationwide. In more recent years, the company has made financial support available for adoption assistance, childcare referral and many other programs that help employees balance the demands of work and family.

New programs and services will, no doubt, be added in the '90s and it will become increasingly challenging to satisfy the collective desires of our diverse workforce. We have every confidence the human resource principles and the traditions of financial support for employee services and recreation programs will continue at 3M.

ES&R Offerings Must Change in Response to Employee Needs

To look back over the last 23 years and see the tremendous growth of the overall recreation program is very gratifying. I have to say a major accomplishment I am most proud of is the development of Tartan Park into a world-class recreation facility for all 3M employees, retired employees and families to enjoy. On any given weekday night one can expect to find 2,000 to 3,000 people participating in the many activities.

The overall program has grown tremendously from the few hobby clubs and intramural sports programs and activities with mostly employee participation to activities centered around the family, children's Christmas and Easter parties, family day at the Minnesota Zoo, etc. In addition, services such as discount tickets, merchandise sales and wellness activities have been expanded.

Employee services and recreation plays a very important role in the overall corporate structure. Many of the services help bond employees through group participation. A premise we use for the ES&R program here at 3M is the better we know one another, the easier it is to work together in producing the goods and services which are the primary objectives of our respective plants, laboratories and offices. We recognize people who associate with each other in activities of mutual interest find it easier to work together in achieving these common objectives.

In the coming years I see development in these areas:

- Wellness will be an issue as the work environment continues to change.
- Retiree activities will demand greater attention as more employees take early retirement and life expectancy rates increase.
- Family activities and services such as day care, sick care and recreational outlets will be necessary as dual income and single-parent families increase.

Practicing What He Preaches

Golf and fishing occupy a great deal of my leisure time. In addition, I enjoy volunteer work with the United Way and some of its agencies, such as the International Institute of Minnesota which presents a "Festival of Nations" each year. I am proud to have been part of these activities for the last 30 years.

My "get away from it all" activity is my lake home in the Wisconsin woods which my wife, Mary Ann, and I built and enjoy both summer and winter.

My advice to anyone in the ES&R field is "hang loose." Flexibility is now, and will always be, a key in developing programs which meet the changing needs of the employees and especially which meet the company's goals and objectives.

Come to work every day with enthusiasm. Once you lose that energy, it is time to move on. The right attitude is extremely important in the "people business."

Without the benefit of NESRA and the tremendous networking of fellow members, the many programs and activities developed over these years through the sharing of ideas would not have become a reality. Success is something gained through the help of others.



Education and Experience:

The Right Mix for the ES&R Professional



Whether you're a new ES&R manager or wondering how you can enhance your present skills, here is a discussion of the roles education and experience play in your marketability as an ES&R manager and an analysis of the availability and need for ES&R managers in the future.

by Michael Phelan

When I was first promoted into a supervisory position with one of the nation's largest corporations in the pulp and paper industry, I was convinced (and no one could tell me otherwise) an individual had to have several years experience as a production worker in order to supervise the work of others. My reasoning was that technical knowledge specific to paper production was more important than conceptual knowledge of management theory and people skills. I remember thinking it was a mistake to hire graduates directly from college and place them in supervisory positions when they had no prior experience in the paper industry.

Now that I am "educated," my position has softened

somewhat. There is a tremendous value in a college education. As I look back, I see that those recent college graduates performed their duties adequately after a short orientation period to the production processes necessary for the manufacturing of our product. Their education in supervisory and human relations skills, as well as the basic functions of planning, directing and controlling, helped them assume responsibility quickly. I still feel, however, their performance could have been better if they had more practical experience.

In my current position, I am faced with a dilemma similar to the one I faced in the paper mills. Students often come to me to complain that the curriculum is not

adequately preparing them with concrete skills in a specific area of leisure services such as military recreation, commercial recreation, or employee services. They feel the college experience is not giving them the precise skills necessary to walk right into a job ready to perform at a 100 percent level on the day they are hired. Their feelings are the coursework they take in college should be sufficient to prepare them to be a marketable professional. My response is something to the effect, "When you are 'educated' you will see the benefit of your college training. Your education, combined with practical experience, will give you the basic skills necessary to be successful in whatever area of leisure services you choose."

This is how I have dealt with students who have expressed an interest in employee services and recreation (ES&R), but who were concerned our program was not offering specific courses in ES&R. The leisure services field is broad and any one curriculum cannot be all things to all people. Some have estimated that there are over 400 settings a person with a degree in leisure and recreation management could enter after graduation. The skills necessary to be successful in these many settings are similar; it is only the particular organization and its specific requirements that differ. The best advice, therefore, would be that an individual get a healthy mix between educational credentials and practical experience.

ES&R offers students an attractive option. They can pursue a career in recreation as well as work in an industrial setting which provides a stable work environment along with the dynamics that accompany the corporate world. The remainder of this article will address three questions those seeking, or developing, a career in ES&R often ask about the field: What should a person do to prepare for such a career? How much education should a person receive in order to pursue a career in ES&R? What is the outlook for the future of ES&R?

Career Preparation

When I was in the paper industry I was frustrated by the value placed on a college degree by the corporation for which I worked. My frustrations came from the fact that I was confident in my abilities and also because I had the feeling a college diploma was only a piece of paper proving an individual could deal with bureaucracies and put up with standing in lines. Obviously, a college

T*here are over
400 settings a
person with a degree
in leisure and
recreation
management could
enter after
graduation.*

education is more than that. It is an opportunity to learn about your chosen career, become exposed to new ideas and, sometimes, it IS an education in putting up with bureaucracies and learning how to stand in lines. The real world is like that.

Because most employers expect students to have broad practical experiences by graduation, leisure services is different than most other fields. My original position regarding the need for practical experience hasn't really changed, just my recognition of the tremendous advantage in having a college education. But what about the notion of having practical experience combined with an education?

Recently I had the opportunity to speak with several professionals in ES&R about this question and the two previously mentioned. The following is a summary of what I learned.

Chris, a recreation program supervisor with a first-rate company in the Midwest, feels a solid background in recreation and leisure services is essential. However, Chris also feels students should broaden their academic background by taking additional courses in accounting, marketing and personnel practices. As Chris said, "Yes, what we do is recreation, but the bottom line is we are still part of a business and we are running a sector of that business. We therefore have an accountability to the upper management for the way we deal with our budget." For this reason, Chris said coursework in the areas of accounting, marketing and personnel practices will give the ES&R manager more tools with which to deal effectively and efficiently with his or her responsibilities. In addition to coursework, Chris also feels an individual should have a wide background in recreational experiences. He feels practical experience is essential for success because "one never knows what one will be called upon to do in ES&R." Therefore, the more varied the background, the better one will be able to deal with the situation at hand.

Mardi, an employee services coordinator with a major corporation dealing with government contracts located in the Mountainwest, felt her coursework as a student was important but her internship was the capstone of her educational experience. She agreed the theory and coursework she received in the classroom were beneficial, but, as she put it, "My internship was what really prepared me. When I got out there, I found out that, unlike the impression we were given in the classroom, there were no unlimited budgets with which to do whatever programs we would like." Mardi agrees

coursework in additional areas such as communication, marketing and personnel are helpful. She also feels people with degrees in those areas would be successful in ES&R because they are trained to recognize people's needs.

Debbie, an employee services technician with an insurance company in the Southwest, does not put the emphasis on strong recreation training as did most of the people with whom I talked. Debbie feels individuals from a wide variety of backgrounds would be successful. She also indicated these various backgrounds are necessary in the setting in which she works. She stressed the importance of some kind of public affairs experience in her setting because of the number of people her agency deals with, both inside and outside the organization. She also felt it essential that the individual seeking a career in ES&R has experience dealing with people. As she said, "It all comes down to working with people. That's our product—service." Because of the makeup of the clientele she deals with at her facility, Debbie recommends the practical experience an individual brings to the job should come from working with adults and not with children. The reason for this is, she believes, "The skills necessary to deal with adults are different than the ones needed to deal with children."

Although her company accepts applicants from a wide variety of backgrounds, she said that a sound knowledge of accounting procedures is a requirement. Also, the large number of clientele served by her department necessitates the use of computers for tasks such as registration and league scheduling. Because of this, she stated that a strong knowledge of computers is also necessary. Individuals with degrees in exercise physiology and physical fitness are also hired by her department.

Raul, an administrative assistant in the ES&R department of a large bakery in the Southeast, also agreed that physical fitness degrees are needed in ES&R. Raul is a student in physical education working in the company's fitness center. His duties call for helping employees develop exercise programs, giving advice on nutrition, designing weight lifting regimens, and assisting employees in wellness management in general. For this reason, Raul wants to pursue a masters degree in a few years to acquire more knowledge and to broaden his experience.

From my conversations with these and other individuals, it is evident students from many backgrounds have a place in ES&R. Lori, an ES&R professional with an aerospace company in the West, may have come up with the most

insightful comment when asked about different majors becoming involved in ES&R. Lori, whose degree is in social work, stated, "When looking for individuals to work in ES&R, the bottom line is it depends on whether or not the person can do the job and not what their degree is."

A conclusion from these discussions is, if you seek a career in employee services and recreation, your coursework and experiences should give you a solid foundation in as wide a variety of skills and knowledge as possible. Additionally, there seems to be general agreement that college is a good training area for ES&R professionals.

Level of Education

I asked these same individuals to comment on the second question, "How much education should a person receive in order to pursue, or advance in, a career in ES&R?"

The ES&R professionals I spoke with treated the bachelors degree as a given—something they assumed a prospective ES&R employee would have. The subject of the masters degree, however, was brought up by just about everyone with whom I spoke. The feeling for them was that the masters degree is helpful but not necessary. They can see a time in the future, though, when having one will be a requirement to attain the positions they currently occupy. Because of the service nature of our economy, my advice would be young students, recent graduates or existing ES&R managers should think about returning to school someday for a masters degree. Looking back on the trends in this country, we see at one time, a high school diploma was just about all the education required to enter the workforce. As we have

moved from a manufacturing nation to a service economy, however, the educational requirements for employment have increased dramatically. I know of many people, including a close friend, who, in the past, were able to rise to high levels in their companies with a high school education. (This friend was executive vice president of marketing for a Fortune 500 company by the time he was in his mid-30s. He accomplished this with only a high school education. The reason: He entered the workforce almost 35 years ago.)

As previously stated, educational requirements for positions in the workforce have increased over the years. The progression of requirements in job advertisements

Y*our coursework
and experiences
should give you a
solid foundation in as
wide a variety of
skills and knowledge
as possible.*

for positions in business and industry has gone something like this:

- High school diploma required
- High school diploma required, some college preferred
- Some college required, bachelors preferred
- Bachelors required
- Bachelors required, masters preferred

This is not the end. The bachelors has become almost like the high school diploma of 35 years ago; a minimum requirement. As companies become more competitive they will seek to employ the best people possible—which most employers equate with a college degree. Since the trend seems to be moving towards specialized educational requirements, it would seem that professionals in ES&R should consider a masters degree. Realizing this could be another costly venture, my advice to students has been, “You can pay now, or you can pay later.” With these thoughts in mind, the level of education you obtain should reflect the level of attainment you wish to rise to in ES&R, given the expectations of the organization for which you work.

The Future of ES&R

Most people seem to relish the opportunity to predict the future, whether it be earthquakes, winners of elections or a Martian invasion. It is a fairly safe practice because no one blames the individual if nothing or, for that matter, if something happens. Forecasting what will happen in ES&R in the next few years is a difficult task. When one looks at a science, such as meteorology, which has a hard time predicting the weather five days in advance, it is evident that something as complex as the business environment, with its myriad variables, becomes next to impossible to predict with much accuracy. With that totally safe qualifier, let's try to imagine what the next few years may hold in store for ES&R.

Just glancing at a newspaper or watching the evening news gives some clues about which direction the economy is going. As of December, the economic outlook in the United States was not the most optimistic. Many experts analyzing the economic indicators conclude if we are not already in a recession, we are on the threshold of one. Since the economy is obviously tied to industry sales and ES&R is dependent on its sponsoring company for funds, it is difficult to predict where ES&R will be in the near future. If the country does not experience a serious or long-term recession, ES&R will continue to enjoy its popularity among the many companies that sponsor ES&R. If there is a serious or long-term recession, ES&R may experience some significant cutbacks. A look at what happened to recreation services in California after Proposition 13 may give some clue as to what may happen to ES&R if there


is a serious recession. (Proposition 13 was a referendum calling for the cutback of property taxes in California.) This initiative passed and affected the budgets of virtually all state governmental services.

I don't feel there is a need to panic. Recreation is still thriving in California; just not as before. Leisure services managers have had to devise ways to do more with less. Companies recognize the need for ES&R and will not eliminate the service altogether, but as other departments experience cutbacks during a recession, the ES&R department will do the same. If there is a recession, ES&R managers will also have to learn to do more with less. Hardly any sector of the economy is totally recession-proof. However, some industries will be hit harder than others. Industries which manufacture products costing only a few dollars will probably fare better than an industry which manufactures big ticket items, such as automobiles. Each company may come out of this situation differently.

In the long-term outlook, in the 200-plus years of our country's history, we have had recessions and depressions. On the brighter side, we have always survived and, afterwards, have grown as a nation. Personally, I feel more companies will recognize the many benefits of ES&R and the field will continue to grow despite the current economic mood of the nation.

Lori, who was mentioned earlier, feels the same way. She feels an expansion of ES&R is inevitable due to the ever-changing makeup of the workforce and its new needs. Because of the growth of groups, such as single parents and the aging American worker, ES&R managers will have to expand many of their current services to meet employees' changing needs.

Conclusion

This is an exciting time to be involved in ES&R. The ES&R role has become much more than what it was in the days of the clipboard and whistle. It is a dynamic, ever-changing and integral part of the total quality of life package offered by a company. Just as the makeup of the American workforce is changing, the skills, experience and education of ES&R professionals need to reflect these changes. The manager of today—and even more of tomorrow—will need the education and experience necessary to continue to be a positive contributor to the organization, of which ES&R is a vital part. 

Michael Phelan is an instructor and the coordinator of fieldwork programs in the Department of Leisure Studies at the University of Illinois in Champaign-Urbana, Illinois.

What's Hot and What's Not

A description of sales trends in employee stores.

by Cynthia M. Brown,
editorial assistant

Does your employee store offer baseball hats, coffee mugs or greeting cards? These are some of the top selling items in employee stores, according to store managers. NESRA recently telephoned employee store section members to discover what the most popular selling items are.

They also discussed items which do not appeal to employees. Use this information to gain a perspective on the trends in employee store sales. Remember, what may sell at one store may not sell at another. Here is an analysis of common items among a majority of the store members.

Logo Items

For about 51 percent of those polled, logo items are on their top five selling lists. The most popular items are baseball-style hats made of corduroy and mesh with embroidered, rather than silk-screened, logos. T-shirts are also very popular. There seems to be a trend away from polyester/cotton blends and a move towards 100 percent cotton shirts. On the West coast, neon colors are on their way out while in the Midwest, these colors are approaching their peak. Some of the most popular shirts throughout the nation are white shirts with an attractive graphic design on them.

Following T-shirts in popularity are sweatshirts. Again, 100 percent cotton sweatshirts are more popular than those made of a 50/50 blend. Many store managers are ordering T-shirts and sweatshirts in large and extra large sizes more than small and medium sizes.

While logo T-shirts and sweatshirts are popular in many employee stores, don't assume both will sell well in your store. About 2

percent found, while T-shirts sell quickly, sweatshirts don't and vice versa. Logo sweatpants appeared on one store's top five selling list.

Jackets, mainly spring/summer satin or nylon logo jackets, sell well at companies like Lockheed, General Dynamics and Mack Trucks. These jackets have colorful graphics embroidered on them—company logos, slogans or replicas of the company's product.

Sales of company logo items are related to the reputation of the company and the presentation of the logo. Many times employees purchase logo items because they are proud of their company and the products they produce. Other company logos have become part of America's pop culture. In these cases, to have a logo product is to be in style. In other cases, the presentation of the logo on a high-quality item attracts the customer.

Other logo items selling well in some stores are stuffed teddy bears dressed in a company logo T-shirt, lapel pins, pen sets, wall calendars, golf tee sets, business portfolios and clocks in the shape of one company's computer product.

One employee store manager reported difficulty selling double-logo items, T-shirts with company logos on the chest area and a "Made in the USA" logo on the stomach area. About 2 percent say logo items do not move quickly in their store.

Gift Items

Coffee mugs are popular in almost every store. One of the most innovative mugs store managers describe is a plastic mug resembling a short, chubby flask. These cups have rubber bottoms and a mouthpiece that is narrower than the base of the cup. Promoted as "no skid, no spill" mugs, they are ideal

for drinking while driving to work. The cups sit firmly on the dashboard of most cars. Ceramic coffee mugs with company logo designs, animals or greetings such as "Happy Birthday" or "Over the Hill," are also popular.

Nearly 25 percent cite greeting cards as big sellers. They sell brand-name cards, but they also buy cards on consignment from independent suppliers. Birthday cards are the most popular.

About 10 percent reported selling large quantities of mylar balloons with birthday, welcome back, congratulations and other greetings on them.

Formal pen sets sell well in a couple stores. At one store, the most popular pen set has a rubber grip where the writer would hold the pen. At another store, a popular pen set features a rollerball pen for smooth gliding control. Silver and black are the most common pen colors.

A number of employee stores also sell name-brand watches and some sell fine jewelry on consignment. A couple employee stores have also had success selling costume jewelry.

Boxed candy and gift certificates to chocolate specialty stores are also among some stores' top five selling items.

Convenience Items/Services

Rather than running to a nearby dime store, employees walk to their employee stores to buy convenience items. Women's pantyhose, candy bars, camera film, penny candy, stamp books, aspirin, cold remedies and other such items sell well.

Sell convenience items which will appeal to as many employees as possible. For example, Jackie Sells of Nationwide Insurance says, "If you're going to sell women's pantyhose, sell them in the larger sizes too."

Convenience items are especially important to Joy Farrelly's store at American Residential Mortgage. She says, "We are captive here in this area. There is no other store for miles." Snack items—candy bars, cookies and bottled seltzer waters—sell well in her store. She also says they've installed a microwave and they sell frozen foods employees can heat in the store.

Many stores have begun offering convenient services as well. Film processing is the most popular service. Other available services are video rentals, shoe repairs, jewelry repairs, dry cleaning, gift wrapping and distributing train/bus tokens.

Clothing

Non-logo clothing is carried in only a few large, department-style stores. Those that do sell clothing sell more women's items than men's items. For example, at Hartford Insurance's employee store, top-selling items include women's name-brand blouses, skirts and coordinates.

Many stores reported baby clothes as their fourth top selling item, but children's clothes often appeared on other stores' lists of "duds." There are two reasons for this sharp distinction: 1) Since more pregnant women are working until they have their babies, their coworkers often host baby showers for the expecting mothers. This creates a demand for baby clothes, receiving blankets, gift sets and bibs; 2) When it comes to children's clothes, employee stores often cannot provide the prices and selections discount stores offer.

Other Items

About 2 percent of the employee store managers polled said their top selling items were big ticket items—TVs, VCRs and telephones. Those that carry these products are often the

companies that produce and offer them at competitive prices.

The employee store at PepsiCo, Inc. sells pen lights—small flashlights in the shape of a pen. Another employee store is selling "Wiz Rings," frisbees with a hole in the center. Jackie Sells says "pillow cats," pillows in the shape of a cat, available in all colors and fabrics, have moved quickly through her store. Darryl Heath of Northrop Aircraft's employee store says he has sold a lot of Teenage Mutant Ninja Turtle toys.

Unpopular Items


Some stores reported having trouble selling seasonal items. One store sold very few Christmas stockings with the company logo on them. The same store did not sell very many cutting boards with a Thanksgiving imprint on them. Some stores in the Midwest found trendy movie or TV show theme items do not appeal to their employees.

Quality also determines the demand for certain products. Employee store managers say flimsy keychains, thin T-shirts and plastic watches do not sell well.

Conclusion

Need, quality, convenience and price are all factors which determine whether a product or service will sell.

There are fine lines between popular and unpopular items in employee stores. What may be in demand at one store may not appeal to your employees. Get to know your employees and ask them what they would like to see in your employee store. Then, get the item soon after you receive a response.

It's very important to know your employee demographics. Knowing their average ages, hobbies, behaviors, etc. will help you order products which appeal to them. 

As we enter the '90s, the emphasis for health care cost containment has taken on a significant priority for corporate America. Once such cost containment approach shifts the focus to the cost of preventing illness by offering employee wellness and

Corporate Health Risk Appraisals

subsequent fitness centers. Texas Instruments, Inc. (TI) of Dallas, Texas, has put that strategy to work for them. The Texins Association is a health/fitness-recreation services organization for TI employees and their families. The association serves the needs of over 20,000 employees at their corporate headquarters in Dallas, Texas.

TI's Health Risk Appraisal

The association's in-house health/fitness organization has taken one more step in directing health awareness to TI employees. The Texins Association's "Hearts Across TI" screening program is a health risk appraisal (HRA) developed to inform TIers of specific health behaviors associated with cardiovascular disease. The information is quantitative and the details are specifically associated with personal behaviors. By targeting specific buildings on a periodic basis through direct mail, flyers and an internal newspaper, Texins can make it feasible to access large numbers of people economically and efficiently. The costs are fixed and can be recovered in a manageable time span with accurate planning. Better than 25 percent of Texin's customer base are return customers. The computer data base allows for storing previous test materials and generates pre- and

post-test norms for comparison.

The health risk appraisal includes the following components:

- Health history questionnaire. This provides a brief assessment of the participant's lifestyle behaviors and family history.
- Blood coronary risk profile. The most definitive piece of information provided on the HRA, the test determines total cholesterol, high density lipoproteins (HDL), low density lipoproteins (LDL), coronary risk profile, triglycerides and a glucose analysis.
- Height and weight. This helps determine percent of body fat and desirable weight.
- Body composition analysis. Skin fold callipers allow an accurate method for determining percent of body fat.
- Resting blood pressure. This is a precursor to high blood pressure and very often has silent symptoms associated with it. The Texins Association has found that upwards of 20 percent of their participants have mild hypertension. These participants can then be referred to their physicians or the staff nurse for more consistent monitoring of their blood pressure.
- Computerized printout. This allows for a very understandable method of interpreting the results. Most HRA printouts will have numerous graphs and a method for assigning a score to give participants an indication of how they rate according to norms in their age groups. These risk factors are the key to determining one's potential risk for developing heart disease and should be included in all health risk appraisals.

Implementation Strategy

The strategy Texas Instruments has employed is department testing,

An on-site analysis of how health risk appraisals can be implemented in the workplace.

by Jim Klinkhamer

in which test administrators contact individual departments and screen anywhere from 20 to 200 employees. Department testing serves multiple functions: Pre- and post-testing can be given in a 3-6 month time frame. HRA administrators can generate individual exercise prescriptions for the participants. They can develop norms for the group, award prizes and increase department morale and continuity by catering to a more individual approach. More participant contact and arrangements for seminars on weight control, exercise, cholesterol education and stress management are provided via this departmental approach.

With an employee population of over 20,000 employees, participant contact becomes a key issue. Ultimately, we stimulate the awareness of the HRA and create a feeling of ownership within the departments and we make the HRA convenient for employees to participate.

The second stage of this process involves a group consultation which lasts approximately 45-60 minutes.

With this teachable moment, we have the opportunity to influence the behaviors of many with a highly attractive educational tool. This gives us the chance to speak to the employees in their work settings, providing a feeling of security for employees. Our product awareness can be expanded through effective marketing displays and good presentation skills.

Advantages/ Disadvantages

Some of the advantages of the health risk appraisal include the opportunity to reach employees who might not otherwise visit the fitness facility. The HRA has also been a window of opportunity for the Texins Association to reach its blue-collar participants. For less than \$25 Texins can provide a full-service, cardiovascular screening device. They provide individual, understandable health information for a hard-to-reach population.

One of the drawbacks of the screening process is the challenge of having only one meeting to influence the behaviors of change. For some folks, however, this is enough to shake them up and they make further appointments and subsequent lifestyle changes.

Conclusion

TI employees have responded well to the "Hearts Across TI" screening and participation continues to rise. Employees appreciate the consciousness of the company and enjoy the attention given to them.

As we evaluate strategies for the coming years, HRA worksite intervention and education programs will continue to be cost effective, measurable tools for future development of healthy, productive work environments.

Jim Klinkhamer is clinical manager of health/fitness at Texas Instruments, Inc., in Dallas, Texas.



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Health & Fitness Day**

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Americans with Disabilities Act

The Americans with Disabilities Act becomes effective July 26, 1992. Here is a discussion of its impact on employee services and recreation.

by *Cody B. Bartlett, J.D. and Marc Rabinoff, Ed.D.*

The Americans with Disabilities Act (ADA) becomes effective July 26, 1992. All potentially affected organizations, such as business, health and fitness facilities and employee recreation organizations, need to review the Act in its entirety and make any appropriate comments to the Commission drafting regulations. Why? The potential impact of this legislation is as far reaching as any relating to employment rights. After the

regulations have been promulgated and the Act becomes effective, the blanks will be filled in by lawsuits.

The problems organizations face in dealing with the disabled are basically threefold: Access, use and physical effect on the disabled. Prior legislation, rules and regulations, and lawsuits provide some guidance in dealing with the broader requirements of the ADA.

The ADA will require that employers provide reasonable accommodation for the disabled. This is an open-ended requirement, one that is worthy of a great deal of thought and action well before the effective dates of the ADA. This article does not attempt to deal with employment questions such as hiring and firing, but rather with the potential responsibilities an employer has to permit a disabled person to participate in exercise, sports, recreational, entertainment and related activities.

The Legislation

The ADA was signed into law July 26, 1990, by President Bush. The provisions affecting employment become effective two years later, on July 26, 1992. The Equal Employment Opportunity

Commission (established in 1964) is mandated to have proposed regulations available for review early this year and to have final regulations promulgated by July 26, 1991. In addition, a plan to assist covered entities in coping with the ADA must be developed and published not later than 180 days after July 26, 1990.

Understanding the ADA

The ADA makes it illegal for employers who are covered [under the Act] to discriminate in employment against qualified individuals who have disabilities. Further, reasonable accommodation must be made for the disabled person, unless such an accommodation would impose undue hardship on the employer. If there is no accommodation, there always should be a showing by the employer of reasonable attempts to comply and undue hardship.

An employer with 25 or more employees on July 26, 1992, is considered covered. Two years later, the requirement drops to cover employers with 15 or more employees.

The law defines "disabled" and includes physical and mental impairment; a record of such impairment; or having been regarded as having such an impairment. It is impossible to list all such situations which would be covered. Further, it is basically illegal to make inquiry to a person about his or her disability. Everyone from interviewers to recreational supervisors will have to learn an entirely new way of looking at people, dealing with people and talking to people. Questions and comments that would have been acceptable before July 26, 1992, may well no longer be acceptable. It is imperative for anyone dealing with

employees of a covered employer to know exactly what the limits are regarding questions and comments.

The ADA specifically includes a list of conditions which are not considered disabilities, such as current drug use. The key operative words seem to be "reasonable accommodation" of the employee and, on the other hand, avoiding "undue hardship" on the employer.

Pitfalls

Certain aspects of the ADA create problems. First and foremost, it should go without saying, or legislation, each person must be treated as an individual and must not be treated based upon some general stereotype or concept concerning type of apparent disability.

An employer cannot avoid responsibility by contracting or otherwise having a third party provide a service. For example, if an employer contracts with a health club to run a fitness program, the same restrictions will be applied against the employer; and the employer may well be held liable for any actions by the health club in violation of the ADA.

Further, the disabled person does not need to prove intentional discrimination. An honest, unintentional mistake that is discriminatory and prohibited by the ADA can result in sanctions provided by the law.

The ADA generally prohibits preemployment medical examinations as well as questions about disabilities but specifically permits voluntary medical examinations in wellness programs. Any information gathered from this physical examination, however, must be confidential and the medical examination requirements must apply to all employees.

The ADA does not supersede or preempt any other federal or state law. Therefore, it is theoretically

possible for an employer to subject itself to liability under another law or laws.

The greatest pitfall of all would be to do nothing. There are two years for employers to become familiar with the provisions of the Act and to make appropriate comments for clarifying rules. There is also a two year opportunity for any potentially aggrieved person to challenge the constitutionality of the ADA.

Relating Provisions

The ADA specifically makes reference to discrimination in recreation and health services. It also refers to "overprotective rules and policies" that affect the disabled. The definitions section includes "auxiliary aids and services." The Act specifically prohibits discrimination in "other terms, conditions and privileges of employment." It also prohibits limiting, segregating, or classifying a job applicant or employee.

As mentioned above, while generally limiting "preemployment physical examinations," the ADA does provide for voluntary medical examinations and taking voluntary medical histories in employee health programs at the worksite.

These issues suggest employee fitness, recreational, sports and related activities fall under the coverage of the ADA. Clarifying regulations would be very helpful in defining the limits to which the ADA applies to these more or less extracurricular activities. The alternative is to wait until a lawsuit defines the limits of everyone's responsibility.

Enforcement

The Act empowers the Attorney General, the Commission and any other person alleging discrimination

to initiate legal action. A subsequent section provides that any prevailing party, except the United States Government, may collect reasonable attorney's fees including litigation expenses and costs. Those with disabilities probably will have no difficulty finding attorneys to represent them under these circumstances.

Disabled Participation in Activities

It is not uncommon to hear of a blind person climbing Mount Rainier or a paraplegic completing a marathon. Athletes with one eye or one kidney play contact sports such as soccer and lacrosse.

Overly cautious schools and universities have learned through lawsuits that a football player, for example, had the right to play football even though he had only one eye. Similar court cases involved other athletes, for example a wrestler with only one kidney.

The courts and some commentators have felt that people making decisions concerning access to sports programs continue to discriminate against the disabled and, in fact, discrimination is not the exception but rather the rule.

Regardless of whether the motive is an attempt to be overprotective or an attempt to save money which would have to be spent for the special accommodations, the result has been that disabled people have not been allowed to participate in sports and recreational programs.

Various athletic and medical associations have set guidelines for participation by disability type. These guidelines are good reference tools, but they are not a 'safe harbor.' Regardless, some courts and important segments of our society in general seem to be saying that the disabled person should be allowed to participate in all normal activities

open to others so long as s/he understands the risks inherent in the activity and knowingly and willingly consents to assuming those risks. Perhaps the more troublesome areas of participation involve the mentally handicapped and the very young or very old who may have some difficulty comprehending the potential hazards and dangers of an activity.

Conclusion

For people involved in employee services and recreation, the implications of the ADA go beyond employment and involve questions of participation in sports and recreational activities. For covered employers, recreational facilities, among other things, will have to be wheelchair accessible, including weight room and training facilities. The exception will be the employer showing undue hardship.

Absent undue hardship, recreational facilities and activities will need a staff member who can provide assistance to a disabled person, but that staff member will have to be most cautious and sensitive regarding his or her questions, help and comments.


Sports leagues will have to be open to the disabled. The question remains uncertain, and perhaps the regulations should clarify it, whether any longstanding and accepted game rules would have to be revised to accommodate the needs of the disabled. It would seem, for example, changing the basic rules of baseball to accommodate the disabled would be unreasonable, would be an undue hardship and would not be required. But, the issue remains open and may well be raised in the courts. It would be better if such questions could be addressed in the implementing regulations.

The organization's lawyers and doctors should be involved in decisions regarding what actions the

organization should take prior to the Act's inception in 1992. Any ambiguities, concerns or questions should be brought to the attention of the Commission involved in drafting the implementing rules and regulations and in enforcing the provisions of this Act.

The worst thing is to do nothing. Very real concerns and problems will surface when this Act becomes effective. These potential problems and concerns will not improve by ignoring them, the results and consequences will only become more costly.

Public policy is being implemented by legislature and court and is strongly indicating the importance of having the disabled participate in sports, recreation and fitness programs far outweighs the potential risks to them. In summary,

each disabled person must be considered individually and must have the opportunity to make his or her own informed decision on participation. Any denial of an affirmative choice for individual participation must be well documented, reasoned and justified. 

Cody B. Bartlett, J. D., is an attorney practicing law in Upstate New York. He is also an officer and director of Fitness Risk Management, Inc.

Marc Rabinoff, Ed.D., is chair and professor, Human Performance Sport and Leisure Studies department, Metropolitan State College in Denver, Colorado. Mr. Rabinoff is senior consultant to Fitness Risk Management, Inc., a Denver-based risk management company dedicated to providing safe, effective, professional services to the fitness and health club industry and legal community.

Research assistance was provided by C. Blake Bartlett, Jr.

With Appreciation for His Years of Service



On behalf of the NESRA Education and Research Foundation, Pat Stinson, NESRA executive director (l) and Art Conrad, J.D. (r) recently presented Robert W. Galvin (c), chairman of the executive committee, Motorola, Inc. in Schaumburg, IL with the Foundation's Distinguished Service Award.

This award is a rare honor. Galvin is one of two individuals who have been bestowed the Distinguished Service Award over a 25-year period.

Galvin received the award for his years of dedication and service to the NESRA Education and Research Foundation. He is especially noted for actively soliciting contributions to the foundation and for supporting the work of Frank Havlicek, who wrote The Motorola Recreation Manual.

America's popular press touts lean-and-mean business transactions in article after article addressing time management, increased productivity and efficient service delivery. Interestingly, those same themes draw travelers to trains.

Scarce resources underpinned by a subconscious "faster is better" message can be insidious, creating wide-ranging anxiety which may affect organizations not experiencing budget cuts or staff cutbacks. The underlying message, "Push harder, do more with less," can become a general mindset.

In the midst of amorphous stress production, employees may yearn for a leisurely vacation, a getaway weekend or an unusual travel experience dramatically different from a frenetic workplace. These goals are achievable through train travel, which more than any other popular transportation mode, feeds the soul and offers respite to the body.

Train Travel

All aboard for a great way to tour the country.

by Patricia Kelly

Why Train Travel?

Train ambience is the major factor in individuals' growing interest in train travel. Because of this, train lines are striving to attract additional passengers by improving on-board amenities, such as food service, on-board feature films, car design and innovative itineraries like air-rail travel plans, ski packages to popular resorts, trips through Canada and so forth.

Amtrak's 24,000-mile route system connects hundreds of U.S. cities and hamlets, which offers 20,000 trip possibilities.

Modern rail travel is a hit with travelers who enjoy the differences trains provide. Business travelers appreciate the opportunity to calmly prepare for business meetings and the chance to telephone from the train

via Railfone™ on several short-distance routes.

Vacationers traveling by train especially like seeing America at ground level and traveling through areas only accessible by rail. As trains glide through majestic mountains or along the seashore, passengers are often traveling historic—and exclusive—rights of way. Many routes were established a century or more ago and today remain surrounded by working ranches or farms, allowing passengers sole access to spectacular scenery. Even though long-distance trains may approach 100 m.p.h., rail travel gives passengers a feeling of timeless serenity and relaxation.

En route, travelers can enjoy the passing landscape while feasting on a meal in the dining car, having time to contemplate their lives, getting reacquainted with their family and sharing universal truths when swapping tales with fellow passengers.

Rail travel invites socializing and is well suited to group travel because roomy passenger coaches invite walking about the train or leisurely sightseeing in the lounge cars. Although group members may or may not be close friends when the train trip begins, traveling by train enables them to become well acquainted. Simply being seatmates or sharing a snack in the lounge car are unstructured opportunities to form friendships that may endure well beyond the trip.

Train Travel Planning

Group-travel planners should consider the train for recreational tours or incentive trips and may request a wealth of literature to help decide a route and itinerary for the journey. Because Amtrak's services vary dramatically, research is essential.

Passenger coaches and sleeping cars are region-specific, with some used exclusively in the West or East. For example, Amtrak's double-decker Superliners operate west of the Mississippi River on long-distance routes, and single-level sleeping cars operate east of the Mississippi River. Passenger coaches also have varied configurations with some carrying as few as 44 passengers or as many as 84. Sleeping cars, too, differ from route to route.

Amtrak's sales consultants, based throughout the country, will gladly refer trip planners to travel agents and tour operators who specialize in group travel by rail. Amtrak also offers its own group-travel specialists who are available by telephone to supply details about group fares and services.

When possible, trip planners should test-ride the cars and route under consideration. First-hand experience will ensure a journey tailored to the age and interest of the group. Even a short-to-medium distance trip will familiarize group leaders with train travel, and when trying out the train, trip planners might consider riding one of the four routes that offer on-board guides.

On-Board Activities

A long-standing feature of Amtrak's "Southwest Chief" is guides who ride between Gallup and Albuquerque, New Mexico, in the train lounge each day, providing historical and cultural information about the Native Americans who once predominated the region.

Every weekend, experts from the California State Railroad Museum ride the Chicago to Oakland "California Zephyr" from Sacramento, California, to Sparks, Nevada. From Memorial Day to Labor Day, the guides ride the Zephyr each day.

Other guide programs are


available during the long days of summer on two eastern trains. National Park Service interpreters ride the "Pennsylvanian" on summer weekends between Altoon and Johnstown, Pennsylvania, detailing the railroad's influence on the area's economic development as well as describing the infamous Johnstown flood, which destroyed much of the town more than 100 years ago.

Railroad historians from a local society likewise combine train background with colorful anecdotes on the "Cardinal," which runs from White Sulphur Springs to Charleston, West Virginia, twice a week during the summer.

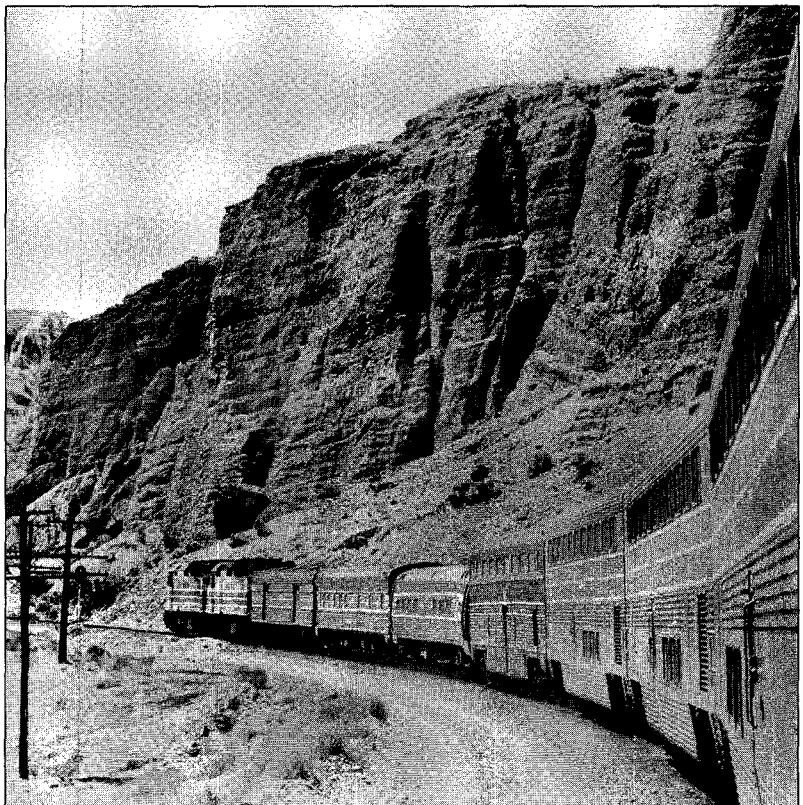
Other activities include a train-trivia game and nightly family-fare films shown in the lounge on Amtrak's long-distance western trains and nightly entertainment in the lounge on a train trip from Washington to Montreal. All long-distance Amtrak trains feature a booklet with puzzles, riddles and games for children. Most long-

distance trains have a detailed route guide noting points of interest throughout the trip.

Conclusion

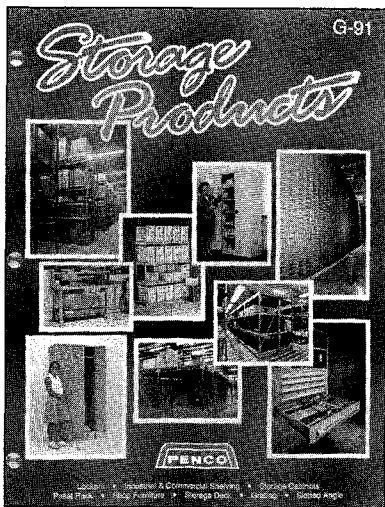
To the uninitiated, trains may seem anachronistic or travel as exotica, but seasoned rail passengers know the mode offers much more than simply getting from one place to another. A train, like a cruise ship, is a travel experience unto itself in which rest, relaxation and adventure are givens. Ethereal experiences are possible too, but a more likely outcome will be appreciation for America's scenic riches and the warmth of its people. Introspection and reflection are natural reflexes to the pace of train travel and create a welcome and refreshing antidote to the average workaday world. 

Patricia Kelly is manager, travel industry communications for Amtrak® in Washington, DC.



The "Desert Wind" provides scenic service between Los Angeles, CA and Ogden, UT.

New Catalog



Penco Products is now offering their G-91 General Catalog as the one source for all storage planning needs.

Whether storage planners require versatile shelving in the back room such as Penco RivetRite or Penco E-Z Bilt Storage Cabinets in the office, the new general catalog is the place to look.

The catalog is an easy-to-use reference for planning, configuring and ordering Penco's full line of storage products and accessories. It is organized by product category including lockers, shelving, modular drawers, pallet rack, modular storage decks, storage cabinets, workbenches, shop furniture and more.

Throughout the catalog's 80 pages, color photography depicts commonly used storage applications. Other pages show combinations of Penco Products in various configurations.

Penco Products is a leading manufacturer of storage and work products for the manufacturing, warehouse and distribution, industrial, health care, electronics

assembly office and school marketplaces.

For more information or a free copy of the 1991 General Catalog, contact Penco Products, Brower Ave., Oaks, PA 19456, (800) 562-1000.

New Nautilus Machines Developed



The first "tennis elbow" exercise machine incorporating all five essential arm and wrist movements has been developed and is being introduced by Nautilus.

The machine helps prevent and rehabilitate tennis elbow.

Named the Super Forearm, the machine strengthens the wrists, builds forearm muscles and improves the player's grip. It incorporates all five arm and wrist movements—a wrist curl, a reverse wrist curl, a "gripper" and two "row" handles. It is the first machine to incorporate more than three movements, according to the company. Like all Nautilus equipment, it is designed to work certain muscle groups by first isolating the muscle and then simulating the movement of the body.

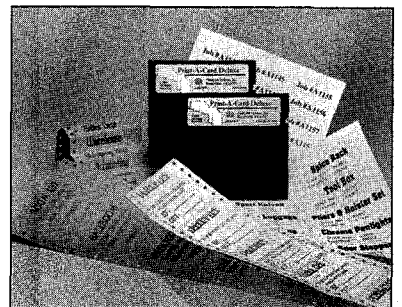
"Super Forearm is designed to benefit those who want to increase arm and wrist strength, especially the

avid tennis player," said John H. Saunders, senior managing director of Nautilus. In addition to the new Super Forearm, the company is introducing two other new machines, the Seated Calf and the Incline Press.

As its name implies, the Seated Calf is designed to work calf muscles. However, unlike other machines that involve treating additional muscles, the Seated Calf isolates the calf muscle and works it alone. With the Incline Press, the body lies at a 50 degree angle and, using the arms, presses up on a weighted bar to work the pectoral, tricep and shoulder areas. The machine's features include individual movement arms that can be moved independently of one another and multiple handgrip options allowing for hand movement in either a vertical or horizontal position.

For more information, contact Nautilus, 709 Powerhouse Rd., Independence, VA 24348, (800) 874-8941.

New Software Program



Caddylak Systems, Inc. announces the introduction of Print-A-Card Deluxe, the software program that produces professional-looking cards and labels on laser or dot matrix printers.

Print-A-Card Deluxe gives you

dozens of options, from the size of card to the style of type. That way, you get exactly what you want, according to your specifications.

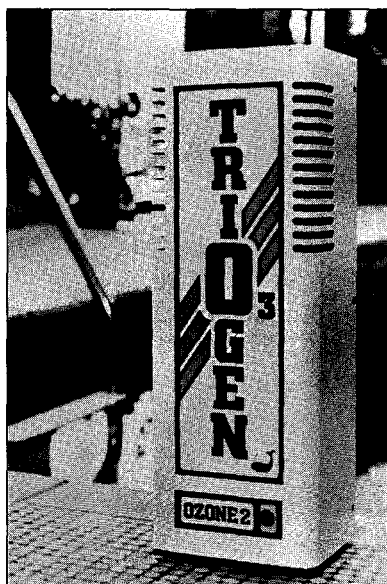
Select a Standard or Custom Size: You can choose a standard size to conform to files, boxes, Rolodex, computer disks, etc. You can also specify a custom size and set desired space between cards.

Choose the type font and size you prefer. The software allows you to center the text, flush left or right and mix and match type sizes on a card.

Print-A-Card Deluxe works with IBM or compatible computers.

For more information, contact Caddylak Systems, Inc., 131 Heartland Blvd., P.O. Box W, Dept. SF, Brentwood, NY 11717-0698, (516) 254-2000 or (800) 523-9080.

Swimming Pool Cleanser



A compact ozone generator from Scotland is used to purify and clarify water in swimming pools, which may be located in hotels, health clubs, hospitals and on domestic premises. The Triogen Compact ozone generator uses the corona-discharge system to make ozone from the air. This method, formerly available only

on large ozone-generating systems, is less costly to operate and more efficient than ultraviolet-irradiation methods.

The use of ozone to purify pools offers a number of advantages compared with chlorine: It kills bacteria and viruses in seconds without leaving any unpleasant smell; it makes the water clear and sparkling and causes no eye stinging; it prevents body and suntan oils from creating scum-lines around the pool and reduces scale buildup on tile surfaces. Maintenance requirements and chemical-treatment costs often are reduced significantly.

Because ozone quickly reverts to oxygen after reacting with contaminants, public pools treated with it still need the addition of a small amount of chlorine to safeguard the water in the pool until it is recirculated and retreated with ozone. In domestic pools limited to family use, the chlorine is usually unnecessary. The only other chemical dosing which may be required (apart from pH treatment when necessary) is adding a long-life copper-based algicide. Chemical-dosing requirements to maintain the correct pH level are less frequent with ozone than with chlorine.

The easy-to-install system is suitable for use with new or existing indoor or outdoor pools. Three sizes are available. The appropriate size is simple to establish with no need for complicated calculations of flow or usage.

For more information, contact Triogen Ltd., Drumoyne Industrial Estate, 330 Drumoyne Rd., Glasgow, Scotland G51 4DX, Phone: 44 41 810 4861.

New Edition of Annual Events Book

Contemporary Books, Inc. offers the updated and revised *Chase's Annual Events* book—a reference to

more than 9,000 holidays, holy days, national and ethnic celebrations, astronomical phenomena, festivals and fairs, anniversaries, birthdays, historic disasters, special events and traditional observances of all kinds the world over.

The 1991 edition is bigger and better than ever! For each day of the year, Chase's lists a minimum of seven events or facts—and for some days more than 50. Teachers rely on this book to help enliven classrooms and plan day-by-day activity themes, while professional caregivers find information for special events tied into seasons, regions, ethnic holidays and various topics.

This book also includes illustrations and an index for easy use.

For more information, contact Contemporary Books, Inc., 180 N. Michigan Ave., Chicago, IL 60601, (312) 782-9181.

New Safety Videos Available

BNA Communications, Inc., a subsidiary of The Bureau of National Affairs, Inc., announced today the release of its new *Catalog of Safety Training Videos*, a comprehensive listing of over 100 video training programs to help organizations protect their workers, reduce costs and meet regulatory compliance obligations. The catalog is available at no charge.

A few of the topics included are: Accident causes and prevention, accident investigation, forklift safety, hazardous waste, lockout/tagout, off-the-job safety, operations and maintenance, personal protection, right-to-know, safety motivation, supervisory safety training and much more.

For more information, contact BNA Communications, Inc., 9439 Key West Ave., Rockville, MD 20850-3396, (800) 233-6067.



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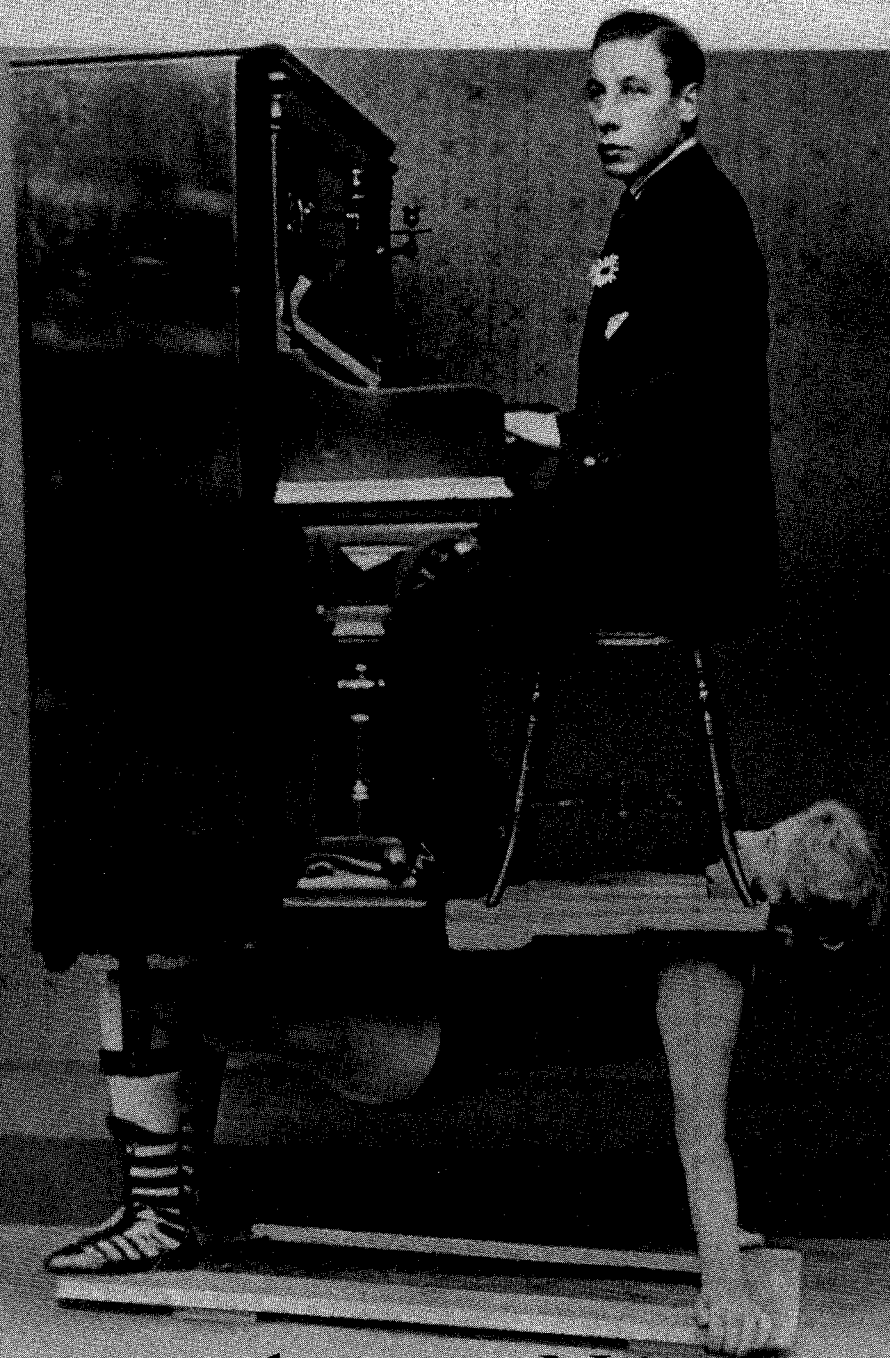
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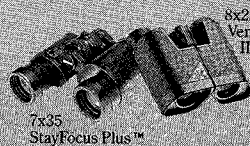
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OF EMPLOYEE RECREATION

HEALTH AND EDUCATION

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Shining Light on Service Award Programs



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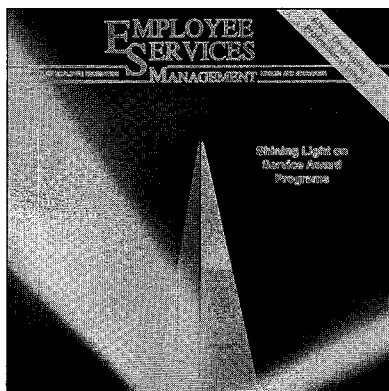
NESRA SCRAPBOOK

It is estimated that the divorce rate in America runs in the neighborhood of 7 percent. It is further agreed that this divorce rate is a result of maladjusted family relationships. One may easily compare industry to the family. Both demand "give and take" in social, intellectual and physical adjustments.

Further, it is known that the divorce rate of college graduates is at least 2 percent lower than the average for the population at large. Whether education is the main reason for this difference has not been scientifically proven. Nevertheless, it might be safely said that education of employer and employee, as well as husband and wife, may bridge the maladjustment gap. Both groups, of necessity, must appreciate the problems of the opposite party. To do this, each group must know, appreciate and understand the gamut of problems, the multitude of emotions and the numerous recreations of the party of the second part.

It is human to be liked and to be noticed. Top management enjoys this equally as much as the man working for eight hours at a punch press. Human nature is so constructed that a person's ego is inflated or deflated in part, by the response he receives from his fellow men. Working and playing together may bring about this mutual understanding of the other fellow."

—from First President Floyd R. Eastwood's address, Sunday, September 27, 1942, entitled, "Recreation Association for American Industry: How to Obtain Its Objectives and Program."



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EMPLOYEE SERVICES MANAGEMENT

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Prevent Backache

Thousands of Americans have suffered from back pain at one time or another. *Vitality* magazine explains what backaches are and how they can be prevented.

A backache is the result of our upright posture and vertebrate design placing all the upper body weight tension on the lower spine.

Young adults tend to experience low backaches caused by a sprain (a stretching of ligaments) or a strain (a stretching of the muscles) around the vertebrae. Lifting heavy objects, twisting or falling are movements which cause low backaches.

Older people tend to experience backaches caused by degenerative arthritis or degenerative changes in the intervertebral discs—changes caused by the wear and tear of aging. Other disorders, such as kidney disease, can also lead to a backache.

Besides maintaining optimal physical condition, take these precautions to avoid poor posture and muscular coordination which causes most backaches.

- Exercise regularly to keep muscles strong. Give special attention to abdominal muscles—they are important to back support.
- Sit back in your seat with your back straight and your feet firmly on the floor. Avoid slouching.
- Move around periodically. Stretch or walk and try to avoid any repetitive motion. Take a break from one particular muscular activity before fatigue sets in.
- Lift objects by bending your knees and keeping your back straight. Avoid bending straight over and avoid twisting, even if the object seems lightweight.
- Carry objects as close to your body as possible.
- Rest your back occasionally by lying on the floor and raising your knees or allowing your lower legs to

rest on the seat of a chair, thereby relaxing your back muscles.

Try to incorporate these movements into your everyday routine to prevent backaches.

Married Men

Married men earn more than their single colleagues, according to *The Wall Street Journal*.

In a dozen countries, married men earn more than single men with the difference ranging from 3 percent in Poland to 31 percent in the U.S. In many countries, the marriage wage premium widens as men get older, increasing in Sweden, for example, from 18 percent at age 30 to 32 percent at age 50. In the U.S., the gap begins at 29 percent at age 30, goes to 30 percent at 40 and grows to 33 percent by age 50.

Three factors may cause this. First, married men may have an increased sense of responsibility for wife and children, which may make them more productive workers. Another factor is that successful men may be more likely to be married because they may appear to be more attractive mates. Too, companies may advance married men more quickly because they appear to be more stable.

Ultrasonic Echoes Help the Blind

A new device will use echoes, like some animals use sonar to navigate at night, to help blind people get around, reports *Insight*.

This device, called Echo Location System by its patent holder, Adam Jorgensen, electronically converts ultrasonic echoes to a soft popping sound, indicating to the user the distance of objects.

This handheld device, resembling a flashlight, contains a sensor which emits ultrasonic beams. The beams hit objects in their path and then bounce back to a receiver worn behind the ear which amplifies the echoes. Different objects are discernible by an artificial delay added to their echoes and determined by their distances. The sensor can widen and narrow its angle of focus as desired.

The device is expected to reach the market within nine months.

New Taxes for Travelers

The House and Senate approved the budget which includes increased taxes on domestic and international air tickets and gasoline, reports *Successful Meetings*.

As of December 1, 1990, domestic air ticket taxes rose from 8 percent to 10 percent.

The budget also allows airports to impose head taxes of up to \$3 on originating or connecting air travelers, allowing up to two head taxes on a one-way trip or up to \$12 on a round trip. This tax has not been imposed yet. The Department of Transportation will decide on the regulations within six months.

The Agriculture Department will be able to impose an inspection fee, estimated at \$3.50, on international air and cruise passengers. No date has been set for start up.

Automobile drivers have already begun to experience increased travel expenses. Federal gasoline tax increased from 9 cents to 14 cents in December 1990. This tax is not applied to aviation fuel.

Increase in Free Time

Americans have gained roughly six hours of free time a week since

1965, reports *American Demographics*.

What do Americans do during their free time? Mainly watch TV.

Recent research measured more than 100 kinds of leisure activities. These activities were grouped into 13 categories. Three categories are "semi-leisure"—adult education, religious services and other organizational activities. Three others are social activities—going to entertainment places, visiting and conversing. Two leisure categories are recreation (sport and outdoor activities, and hobby-craft-game activities) and four deal with communications (watching TV, reading, listening to radio and thinking/relaxing). The final category is travel to and from leisure activities.

Results show television takes up 38 percent of Americans' free time.

Of 40 hours a week, they spend 15 hours watching TV.

Social activities such as visiting, talking or attending cultural events take up about 25 percent of leisure time. Social time is spent more with immediate family rather than friends. These figures do not include conversations people have while doing something else.

Where does recreation fall? Americans spend between four and five hours a week on it. The amount of time spent on sports and outdoor activities has nearly doubled since 1965, while the figure for hobbies has remained steady. Finally, Americans spent three hours on travel in 1985, just slightly higher than in 1965.

Americans are spending about two hours a week educating themselves in some way, up from just over an hour in 1965. These

activities have taken a half hour away from time formerly spent on religious activities and memberships in clubs or organizations.

Work Can Be A Killer

Work can make you sick and little is being done to change it, according to a report by the National Safe Workplace Institute, cited in *Insight*.

Occupational disease, although it's sometimes difficult to recognize and prove, is killing tens of thousands of people and requires more attention from the government, employers and the general public.

The report's statistics show in 1987, at least 47,377 and as many as 95,479 Americans died from job-related illnesses. Illnesses range from those related to specific jobs such as lung damage in asbestos workers to

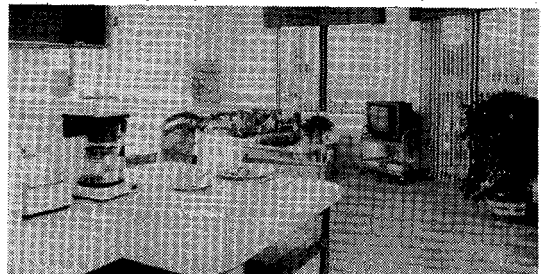
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more common ailments such as cardiovascular disease.

The report recommends the federal government designate more money to researching the problem and Congress enact legislation establishing compensation guidelines for victims of occupational disease.

Protecting Your Money

Can your credit union be shut down? In Rhode Island, the governor took over the state's troubled private deposit-insurance company and closed 45 banks and credit unions, but it is unlikely this will happen to you, reports *Fortune*.

Since funds like Rhode Island's fund are rare, this practice is unlikely to become common. The largest remaining pool of privately insured deposits is \$18 billion at credit

unions, about 10 percent of the savings industry's total. However, few credit unions have suffered losses because most protected themselves by issuing low-risk loans to consumers.

If you have accounts in a credit union, take precautions against losses by finding out who insures your deposits. If it's a private insurer, find out if they make higher-risk loans. If they do, move your accounts to a bank with government insurance.

Relocation Incentive

A manufacturer of industrial heat transfer equipment discovered a great way to entice its employees from several corporate offices to move to its company's new central location in Richmond, VA, reports *HR Magazine*.

The company used a personalized incentive to attract 70 percent of the 60 targeted employees to relocate.

How did the company do it? It gave each person a 21" x 9" x 5" carton, silk-screened to represent the company's new headquarters in Richmond. The outside of the box had a personalized headline, "Our new headquarters in Richmond, VA. What's in it for you, (employee's first name)?"

When employees opened the box, they discovered 12 gifts ranging from Virginia peanuts and a miniature iron cannon to a personally engraved 10kt. gold Cross pen—with tags that described the attractions in Richmond. Each box cost the company \$200.

Personalizing each box and including valuable, useful gifts allowed the company to express how much they wanted these employees

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to continue to be an important part of the company at its new headquarters.

Headache Pain

While men complain about headache pain more, women endure longer bouts with headache pain, reports *Insight*.

A recent nationwide survey examining attitudes about experiences with headaches reveal men get headaches three times as frequently as women. While women get fewer headaches, half of the women say their pain lasts for several days. Over half of the men said their headaches lasted only several hours.

As age increases, so does the frequency of headaches and the likelihood of taking medication.

Forty percent of those 65 and over say they have a headache at least once a day and 61 percent take medication to eradicate it.

Respondents under age 35 report getting only half as many headaches as the older respondents. Younger respondents are also less likely to take aspirin, the most common remedy, or another drug.

Concern for Schools

Ninety-six percent of Americans with children in public schools are concerned about the quality of education in their communities, according to a nationwide poll by the Roper Organization.

The poll, commissioned by the Center for Workforce Preparation and Quality Education, an affiliate of the U.S. Chamber of Commerce,

found 91 percent of all Americans are concerned.

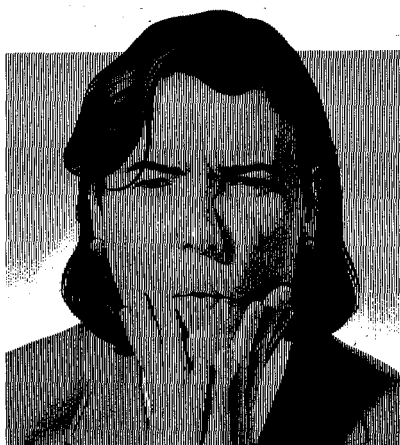
More than half feel schools have declined over the past few years while only about one third said they have improved.

Residents of the West were generally the most pessimistic.

Three quarters of those polled agreed that public schools are failing to prepare students for jobs now available. It was 84 percent in union households. In answer to another question, 63 percent said most students will lack skills for jobs in the future.

The poll found deep support for increased involvement of business in public schools and in education generally. Seventy-two percent called on business to take the lead in improving community schools and 65 percent wanted business leaders to run for school boards.

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Of the respondents who felt workers will not be able to keep up with changes in the workplace, 24 percent said retraining will have to be done by business and 59 percent said it would be done by business and government together.

"It is interesting to note that the American public considers the business community the education safety net for the nation," said Edward Donley, chairman of the Center and chairman of the executive committee of Air Products and Chemicals, Inc.

"Business clearly has been given a mandate to lead the way to better public schools and to help education in general," he added.

The poll of a nationally representative sample of 1,003 adult Americans was conducted by telephone during August 1990. It reflects overall American opinion by

plus or minus three percentage points.

Tracking Use of Mammography

Although two-thirds of women aged 40 and older have had at least one mammogram, less than one-third of women in this age group follow mammography screening guidelines, according to *Medical Benefits*.

The proportion of women aged 40 years and older who have had at least one mammogram has nearly doubled since the 1987 National Health Interview Survey. The findings also indicate mammography use increased when the test was highly promoted and women were encouraged to use them.

Thirty-five percent of the study population had more than one

mammogram and 31 percent were following mammography guidelines established by the National Cancer Institute, the American Cancer Society and 11 other medical organizations.

According to the guidelines, women aged 40-49 years should have a mammogram every 1-2 years, then once every year thereafter. The study revealed women strayed further from the guidelines as their age increased.

Approximately 50 percent of the women reported they would not pay \$150 per year for a mammogram; nearly 40 percent said they thought "mammograms cost too much."

If women followed the guidelines for using mammograms, breast cancer death rates could be decreased by approximately 30 percent. As of July 1990, 29 states required insurance companies to provide some level of coverage for mammography.

Programming for
Employee Services
and Recreation

by James Busser

Programming for Employee Services and Recreation

The second in a four-book series published by NESRA

For the corporation and the employee, workplace recreation and employee services have become of vital importance to the productivity of both. Yet developing, organizing and implementing the best programs for your specific work environment is a greater challenge than most managers and employers are prepared to face. *Programming for Employee Services and Recreation* by James Busser provides excellent step-by-step information guiding you through the how to's of each aspect of programming—everything from identifying to evaluating services for your company.

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Nine-hundred-eighty women aged 40 and older (which included 863 white and 83 black women) were interviewed.

Travelers' Pet Peeves About Hotels

Rooms that smell stale and inflexible checkout times are among frequent business travelers top 10 pet peeves about hotels, according to *Hotel Update*.

Here are the other eight most frequently mentioned pet peeves about hotels:

- Inefficient and unfriendly front desk personnel
- Late or missed wake-up calls
- Showers with low water pressure
- Unfriendly or inefficient service personnel

- Inability to get an outside line
- Room keys that don't work
- Cheap, uncomfortable pillows
- Too long to checkout
- Thin, poor quality bath towels
- Too long to check in

The results of this survey, conducted by Wyndham Hotels and Resorts, may cause hotels to address these matters and travelers may notice improved conditions in some hotels.

Top Retirement Cities

Sunshine and relatively cheap housing are two things that determine the best retirement communities, reports *USA Today*.

Twelve Florida cities and three each in Texas and South Carolina are on author David Savageau's list of top 25 best retirement communities,

published in his book *Retirement Places Rated*. Surprisingly, California and Washington state were not included.

The author compared costs for a 1,600 square-foot home with two or three bedrooms and garage. In 16 of his top 25 cities, that home costs less than \$80,000.

The book rates 151 cities on climate, safety, health care and other factors.

Here are the five highest-ranking retirement communities and typical home price:

- Ft. Myers, FL—\$63,000
- San Antonio, TX—\$61,000
- St. George, UT—\$70,700
- Pensacola, FL—\$73,300
- Brownsville-Harlingen, TX—\$60,600

The most expensive city, Honolulu, where a "typical" home costs \$258,000, is 14th.



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Shining Light on Service Award Programs



Your service award program can give an employee the positive reinforcement s/he needs to feel like a contributing part of the organization.

by Alan Wendorf

Management's most vital function is getting others to focus their attention and activities in desirable directions, such as productivity, concern for quality, reliable work habits, attention to customer needs and so on.

Some managers know very little about the value of positive reinforcement or instilling self-motivation. A few appear to ignore its value entirely and think it beneath

them. Their idea of motivation is threat—do the job or get fired.

We are all creatures of our environment, sensitive and responsive to external rewards and punishment. Negative reinforcement, because it focuses on our failures, doesn't work very well. Positive reinforcement does. It teaches the right way of doing things and, in the process, enhances our self-image. Just by believing we're doing

well, we'll try harder, be more persistent, feel more loyalty and become more highly motivated.

Service award programs are management's way of providing positive reinforcement—directing attention to the rewards of dedication, loyalty and employee involvement and enhancing their value through public recognition. The more reinforcement management provides, the better results they'll get.

Quite simply, people want to be on winning teams. Look at the reaction to our country's Olympic athletes. We associate with their success, simply because we are citizens of the same country. It doesn't matter if we are out of shape, haven't exercised in 20 years or have never seen the inside of a sports arena. We are part of the winning team!

Companies work in the same way. Let the individuals

in a company feel like they are part of a winning team and they'll feel good about themselves. That in itself will make them want to come to work, want to do a better job and want to improve their performance.

People need symbols of their success. The Olympic Gold Medal doesn't contain very much gold. Any one of the competing athletes could go out and buy a piece of jewelry with more intrinsic value. No amount of money, though, makes those athletes train so hard and long as does the hope of winning that unique symbol.

Service award programs provide these symbols of pride in achievement. More than money, which can create envy or political in-fighting, an actual, hold-it-in-your-hand-and-show-everybody award offers individuals the opportunity to gain the wholehearted recognition and approval of their peers and management.

F.Y.I.

NESRA phoned a few member companies to find out about their service award programs. Here are a couple trends and a couple programs 'with a twist':

- Allowing employees to pick out their own awards is a current trend. Employees are given booklets prior to an annual awards banquet. The employee can pick any gift from his/her length-of-service pages.
- Combinations of cash and awards for anniversaries are common.
- One company sends awards to the employee's spouse in addition to the awards presented to the employee.
- A newer member company offers two different kinds of service awards, both of which are announced at the company's Christmas party. To award excellence of service, managers and supervisors elect star employees to the "Gold Club." These Gold Club members go out to lunch with the president quarterly. Their business cards are even printed in gold.

To award length of service, employees celebrating five and 10-year anniversaries are entered into a lottery for trips and cash awards. Ten-year employees are entered into a grand prize drawing.

Establishing Goals

Service award programs are long-range programs designed to affect the overall attitude of people within a company, thereby enhancing their commitment to excellence in every aspect of their on-the-job performance.

Unlike short-term incentive programs aimed at overcoming specific and immediate challenges (e.g., one-year sales goals), service award programs reflect the ongoing commitment of management to building an enthusiastic workforce.

What, then, are the identifiable benefits to be achieved?

- 1) Recognition of individual contributions;
- 2) Good will toward the company, its management, its product and fellow workers;
- 3) Pride in self, in individual performance, in company performance, in division performance;
- 4) Peer approval, respect among fellow employees;
- 5) Involvement with the company, a sense of belonging to a family with shared goals and values;
- 6) The opportunity to stand out.

Compare the cost of investing in a service award program to the cost of staff turnover—hiring, training, administration, etc. Clearly, the financial benefits to a company of retaining a satisfied employee are enormous.

Determining Recognition Levels

The first thing in determining recognition levels is to understand how service award programs differ from incentive award programs.

Incentive award programs are aimed at specific, immediate goals, for example, increased productivity, reduction in accidents, higher sales. An objective is set (at a higher level of performance than is normally achieved) and those who reach this higher level of performance are rewarded.

Service award programs focus not on one-time achievements, but rather on cumulative levels of performance. They direct attention to those steady, good-work attitudes and habits that bring about a happy, productive workplace.

By letting employees know their efforts are valued, they develop winning attitudes, enhance their self-image, approach their work with greater confidence and commitment, and take greater pride in their work. They'll venture more, try harder and be more loyal.

The first, and most common, area for service award recognition is length of service. The usual practice in length-of-service programs is to set award levels at truly milestone achievements: Five, 10, 15, 20 and 25 years of employment.

Whether yours is an established company or a new one, you'll find motivating your newest employees can prove beneficial. Waiting for the first service award to be given after five years can seem like a very long time to employees. They want to be considered an important part of the company long before that.

The solution is simple. Set awards for every milestone—including the first anniversary. This way you'll let your employees know early on management recognizes them, is pleased they've become part of the organization, and wants and expects them to be around for a long time.

Your first year service award doesn't need to be expensive. It could be your company logo or emblem reproduced inexpensively so it can be used as a lapel pin, tie tac or charm.

Manufacturers of this kind of merchandise can offer expert advice in the use of your company's emblem or logo. For instance, you can plan ahead by having your emblem designed for other milestone achievements so the emblem can include a sapphire, emerald or diamond. This can be given, in addition to merchandise, for more important anniversaries.

Companies that give one-year awards typically spend under \$20. The value to the recipient is far greater than if you were to give a \$20 cash bonus. Employees revere and proudly wear or use such items, the advantages of which are obvious.

Have you ever noticed how many people make a point of mentioning when they've reached their first anniversary with the company, or how employees will, on their own initiative, take fellow workers out to lunch to celebrate? They're doing instinctively what management should be doing—providing that much-wanted recognition and sense of belonging.

As the level of longevity increases to five, 10, 15 or 20 years, the value and symbolism of the award should also increase. The traditional gold watch at 25 years is more than corporate mythology. Its popularity as a tradition stems from the depth of meaning attached to its symbolism, a visible, day-in, day-out reminder of the company's appreciation of the loyalty and dedication of its employees.

Selecting Awards

As we have mentioned earlier, awards should be arranged in a hierarchy of value and prestige, and they should bear some relationship from one award level to the next.

The kind of awards you select should be those your employees wouldn't use their disposable income to buy for themselves. That is one of the most important reasons a lot of care and consideration has to be put into the selection of merchandise.


To help your thinking to this end, some of the merchandise you may consider is as follows:

- For personal use: 14kt. pens and pencils, jewelry with your company logo, luggage, desk sets and wristwatches.
- For home use: Silver service, bud vases, crystal and silver bowls, decorator desk and wall clocks.

Conclusion

A service awards program is a way to let employees know their service to the company is appreciated, they are part of a winning team.

While the usual practice for length-of-service awards is at five, 10, 15, 20 and 25 years of employment with the company, consider offering an award for the first year of employment. This will let employees know early on management is pleased they're with the organization and hopes they will be around for a long time.

What the organization receives in return for the investment in a service awards program are employees who know the company recognizes their dedication and peers who will be motivated to achieve the same length of service with the company—a wise investment indeed. 

Alan Wendorf is president of Sayings for You, Inc. in Palisades Park, New Jersey.

Developing a Professional Image



Understanding the myths which devalue the employee services and recreation profession is essential in enhancing your image as a competent, valuable professional in the workplace.

by Gene G. Lamke

The evolution of the employee services and recreation profession, slow but steady since its inception, has been rapid and dramatic over the past two to three decades. What began as a simple company library in 1854 has developed into a comprehensive, multifaceted operation of programs and facilities closely identified with overall company morale and employee productivity (Tober, 1988a). Even though programs have grown significantly in the last 30 years, employee services and recreation professionals continue to struggle for the recognition and

status generally accorded others whose contributions are so important and significant to society. The question is why? The answer is much more complex and finds its roots in the existence of several prevalent assumptions about employee services and recreation professionals, albeit, most recreation professionals. These assumptions have not only led to numerous misconceptions about what ES&R personnel do in their professional roles, but they have also contributed to the demotivation of ES&R personnel. A closer examination of these assumptions and

their underlying concepts will help in understanding the negative effects they have on the ES&R profession and its professionals.

Assumptions

The first assumption deals with the ability of employees to locate, plan and involve themselves in satisfying leisure activities. Most people believe each and every individual inherently knows what to do in his or her leisure time and the help of an ES&R professional is not necessary. Additionally, a substantial number of other agencies and organizations already offer ample opportunities for leisure involvement and, therefore, companies are simply duplicating available programs. The consensus is that employees possess the competence to involve themselves in satisfying recreation activities and have enough opportunities.

A second assumption has to do with the necessity of recreation services and activities. Basically, this assumption suggests recreation services are not essential needs in order to live a quality life. "Other" services are essential to survival and a high quality of living, but recreation is a frill and can be done without.

Another assumption commonly espoused by corporate executives in particular, deals with the very nature of recreation—fun! Many believe recreation is frivolous and has no place in the business sector. They contend ES&R professionals should pursue more serious activities and focus on things that really matter, such as education, productivity, and most definitely, the bottom line. They fail to see the role diversions play in the larger scheme of things and conclude those who are responsible for organizing and implementing these types of activities/programs are unaware of the importance and seriousness of things around them.

Employee services and recreation managers also suffer from the assumption very little intelligence and formal education is necessary to serve in this type of position. Some suggest only those with a severely limited mental capacity would end up as an ES&R professional (dumb jocks and other academic underachievers). Others cite the skills required for the job are easily obtained and simple to use, while still others infer only those with poor academic skills and potential would pursue a college education in the recreation discipline. They believe "anyone" can do the job, and little or no knowledge/training is necessary to perform competently in an ES&R position.

Lastly, ES&R managers are portrayed as "different" than other employees in the workplace. Some even refer to these different individuals as "odd" or "strange." They believe ES&R professionals have low expectations in life, care little about money, material possessions and status and are guided mostly by the "have a nice day"

philosophy. They consider these individuals a "special breed," not so much because of their extraordinary skills and abilities, but rather because they see the world differently and have expectations that deviate from the norm.

These assumptions undermine the professional integrity, status and image of the ES&R manager and promote the presence of several key demotivators in the profession. These demotivating factors are low job status, low salaries, reduced job security, poor working conditions, and less than satisfactory interpersonal relationships. Low job status occurs because people question the skills/education necessary to practice in the field and the value of administering ES&R programs within the company. Low salaries exist because of the reasons stated above and also because people perceive the job isn't really work at all, just fun and games. Reduced job security is present any time people question the value of the program, particularly since they see it as nonessential and frivolous. Poor working conditions are the result of the low priority given to the program because, again, of its perceived low value, thereby creating a lack of resources to effectively run a successful program. ES&R professionals are also required to work demanding schedules, ones that start early in the day and extend well beyond the "normal" workday. Less than satisfactory interpersonal relationships are created by these assumptions because of the relative unavailability of ES&R professionals—they're working when most other people are off work, generally enjoying their leisure and recreation. Someone has to provide the activities, facilities and leadership to ensure their recreational enjoyment!

The assumptions, in conjunction with the demotivating factors, have caused significant image problems for the ES&R profession and professionals, but the reality is these assumptions are really "myths." The American Heritage Dictionary (1983) defines myth as "a false belief: a fictitious or imaginary thing." An extraordinary amount of information and data exists to dispel the veracity of these myths. A reexamination of each myth is critical to better understanding the true status of the ES&R profession.

Myth of Incompetence

If employees are really able to find, plan and engage in satisfying leisure experiences on their own, why is our society beset with such enormous problems as drug abuse, alcoholism, mental illness, crime, suicide and premature death due to health reasons? Consider the following:

- \$319,726,027 is lost daily in America to alcoholism and related problems in the form of lost employment and reduced productivity (Heymann, 1989).

- Alcoholism and alcohol abuse are the nation's number one health problem in terms of costs to the economy, some \$117 billion a year, most of it in lost productivity (Holden, 1989).

- Seventy-one Americans die per day (on average) in alcohol-related automobile accidents (Heymann, 1989).

- Direct treatment costs of alcoholism amount to \$13.5 billion a year; additionally, some 68.5 percent of private sector employees now have health insurance plans which have coverage for alcoholism treatment (Holden, 1989).

- According to the National Council on Alcoholism, there are some 10 million alcoholics in the U.S. and approximately five million are females (Snead, 1988).

- The world's largest business is drug trade, amounting to \$300 billion a year (Vera, 1988).

- Cocaine users comprise about 3 percent of the U.S. population (Vera, 1988).

- As high as 6 percent of the adult population in the U.S. may be in the throes of depressive illness, the major cause of suicide ("Depression," 1987).

- 30 to 40 million Americans will experience depressive illness at least once in their lives ("Depression," 1987).

- Approximately 50 percent of the U.S. population is lonely, a key factor in people's physical and mental health (Streitfeld, 1986).

- Experts contend compulsive gambling has reached alarming proportions in the U.S.; over 580 chapters of Gamblers Anonymous exist in the U.S. (Alexander, 1984).

The point is clear. A large percentage of people in the United States do not possess the know-how to select appropriate activities to enhance the quality of their lives and need the help of professionals to maximize their satisfaction from and participation in leisure. Employee services in the form of counseling and education are also important in curbing destructive behavior among employees.

Myth of Nonessential Service

One could easily argue some services are certainly more important than recreation (i.e., fire and police protection, water, health insurance, etc.) but the notion

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that employee services and recreation programs are not essential to the quality of life seems contradicted by these facts and concepts:

- A study of life satisfaction conducted by Jeffrey Kane of the Institute for Social Research at the University of Michigan determined individuals who had a measure of satisfaction in each of the areas of work, leisure and personal relationships rated their overall life satisfaction as higher than individuals who reported satisfaction in only one or two of the areas, even if those one or two areas were reported as totally satisfying to the individual (cited in Horn, 1977).

- Bernard Cohen's Life Expectancy Scale estimates the loss of days from a person's life as a result of various hazards, diseases and activities or conditions. The list contains 1) being overweight 20-30 percent—a loss of 900 to 1,300 days; 2) heart disease—2,100 days lost; and 3) smoking cigarettes—1,500 days lost (cited in

Siskin, 1989).

- Stress has become one of the major factors affecting American life. It is one of the major contributors to heart disease, drug abuse and alcoholism. Stress is so prevalent the top three selling drugs in the U.S. are for stress-related conditions, i.e., high blood pressure, hypertension, etc. (Wallis, 1986).

- About 25 million Americans have high blood pressure; another estimated eight million people have stomach ulcers (Sehnert, 1981).

- American industry loses \$136,986,301 per day because of absenteeism and medical expenses due to headaches (Heymann, 1989).

- Exercise restores and revitalizes the physical and mental capacities of the human body and is recognized as the safest tranquilizer (Sehnert, 1981).

- Americans spend \$13,698,630 on health club membership fees and another \$2,021,918 on home exercise equipment in an average day (Heymann, 1989).

- Childcare, as an employee service, is becoming increasingly important because more than a third of all elementary students are latchkey children, 58 percent of all school-aged children have working mothers, and one in six lives in a single parent household (Robinson, 1983).

- Even in times of economic recession, Americans spend as much, if not more, of their total income for leisure activities, making it the largest industry in the U.S. ("Americans Play," 1980).

This information verifies the importance of recreation in American life. Recreation and leisure are not only important but essential to quality living and, in many instances, paramount to the health and survival of millions of Americans in today's world.

Myth of Frivolity

The assumption that recreation is nothing but a frivolous activity couldn't be farther from the truth. Certainly the essence of the experience is play, fun for fun's sake. The reality is participation in fun activities has underlying and far-reaching effects on people and society which are extremely serious and important. In addition to many of the points already made, contemplate these:

- Authorities generally agree participation in some form of recreation is a psychological necessity for most people. It contributes to relaxation, self-realization and self-worth (Chubb and Chubb, 1981).
- Recreation has educational significance (development of skills and acquisition of knowledge); social significance (meeting people, friendships, impacts on the family, social change); economic significance (major source of employment, number one industry in the U.S., effect on property values); and political significance (laws, regulations, safety practices, land use, transportation) (Chubb and Chubb, 1981).
- A large percentage of workers in the U.S. look to recreation as their major source of satisfaction in life (as opposed to work). Recreation experiences, rather than work, have become more valued as activities from which to derive self-esteem, recognition and happiness (Yankelovich, 1981).
- Play is related to the fundamental values, myths, symbols and meanings of the culture. Culture is transmitted in and through play (Huizinga, 1955).
- Recreation provides opportunities for the re-creation of the person—mind, body and emotions—through participation in and appreciation of activities, environments and associations (Kelly, 1990).
- Company employees who participate in employee recreation programs have lower absenteeism and higher job satisfaction than those employees who don't participate (Shinew and Crossley, 1988).

Recreation is not a frivolous activity. It has great importance to the individual and society and its impact goes far beyond the "fun" experience which occurs as the

R*ecreation is not a frivolous activity. It has great importance to the individual and society and its impact goes far beyond the "fun" experience which occurs as the direct result of participation.*

direct result of participation. Other employee services such as child care, counseling and referral programs, and company stores are critical to employee well-being. According to current NESRA President Robert Pindroh, CESRA, "ES&R programs nurture the lifeblood of every company—its people" ("Helping Make NESRA," 1990-91).

Myth of Low Intelligence

Far too often people ridicule students and professionals for pursuing education and training in the field of employee services and recreation. They have a tendency to confuse what occurs during the activity (fun, enjoyment, relaxation, etc.) with what is required to plan and conduct the activity successfully

(time, effort, knowledge, skill, etc.). They assume because people need very little preparation to participate in the activity, it also takes very little to organize and implement the activity. Additionally, they focus only on what is readily seen and completely overlook the totality and complexity of what is required to successfully organize and run an ES&R department and its comprehensive programs. Professionals who administer ES&R programs today have positions that require as much, if not more, in education, skill and expertise than do other management positions with similar responsibilities. Many ES&R professionals are "multi-hatters" and have more than one assigned position within a company (Tober, 1988b). Consider these developments:

- Some 500 institutions of higher education offer curricular programs of professional preparation in parks and recreation throughout the U.S. and Canada. Programs include Associate, Baccalaureate, Master, and Doctorate degrees (Society of Park and Recreation Educators (SPRE), 1989).
- Typical programs of professional preparation include courses in science, business, sociology, psychology, communications, marketing, law, human resources, research and recreation (SPRE, 1989).
- A program of accreditation has been established by the National Recreation and Park Association (NRPA) and the American Alliance for Health, Physical Education, Recreation and Dance (AALR) to identify programs which meet established curricular and faculty standards for the preparation of professionals wishing to enter the field. Some 90 universities and colleges have accredited programs in the field (SPRE, 1989).

- ES&R professionals have diverse job responsibilities which include financial management, revenue generation, staff recruitment, development and training, promotion and publicity, public relations, marketing, facility development and risk management, along with program development, implementation and evaluation (Wilson, Wanzel, Gillespie and Roberts, 1979).
- Research in the ES&R field has become critical to the improvement of programs and services. Research foundations and professional publications specific to the ES&R field have been developed to create and disseminate knowledge for the advancement of the profession (Groves, Rath, McGinn, and DeCarlo, 1979).
- Professional certification has been implemented (since 1961) to identify the most competent practitioners in the field (Wilson et. al., 1979).

The requirements for professional practice in the ES&R field are as rigorous as any other management level position within a company or corporation. The demands of the ES&R job tend to be greater than those of other positions because of the ever-increasing diversity of skills needed to effectively manage ES&R departments.

Myth of Oddity

To suggest that ES&R professionals are "different" from other professionals found in business today is erroneous. Their outlook on life may be somewhat different (more balanced and humanistic) because of their professional preparation and the arena in which they work, but the difference clearly stops there. ES&R professionals share these types of characteristics and ideals with management:

- An intense desire for self-satisfaction and challenge on the job.
- Pride in personal and professional achievements.
- Status, recognition and monetary rewards for exceptional work.
- High expectations of themselves and others characterized by the establishment of concrete goals and objectives.
- An honest concern for the human and natural things around them.
- A desire for personal growth and development which stems from an appreciation of lifelong learning.
- Personal lives which are rich, full and rewarding.

ES&R professionals are very much like other professionals in almost every way, except for the medium in which they work. If they

are guided by the general principle of making life a little more fun and enjoyable, maybe the only problem is there aren't enough of them and they are unique because of their small numbers.

Dispelling the Myths

The biggest challenge facing ES&R professionals is overcoming these faulty assumptions and retaining the motivation necessary to deliver high quality services to their clientele. The task may seem ominous and unachievable but ES&R professionals must strive to educate others about the value and significance of what they do. Overlooking the important effects this negative view has on the morale of the professional would be a serious mistake and would perpetuate the myths. In addition to delineating the values of ES&R programs, professionals must continue to improve their own professional image to prevent the continuation of these misconceptions and overgeneralizations. To accomplish this, the following steps/principles are suggested to maintain and enhance the image of professionals in the ES&R field.

Take PRIDE in what you do. The letters in pride stand for Preparation, Responsibility, Initiative, Dedication and Enthusiasm. These qualities are what separate the true professionals from the others and are also the factors which have the greatest impact on success.

Learn. Take advantage of every opportunity to enhance your ability as an effective ES&R administrator. Read, study, attend, visit and interact—these activities broaden your perspective and increase your knowledge of the field.

Respect every person for who and what they are. Each person is unique and has rights within your programs and profession. Treat each individual as though s/he is the most important person you deal with. Although employee services and recreation is the medium, people are the reason.

Be organized. Planning and organization are approximately 75 percent of what you do. Take the time to do the job right. Crisis management is a technique for those who forget to plan.

Use resources wisely. Professionals understand in today's ES&R field, resources are limited and, therefore, they must be allocated

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wisely. Money, time, energy, land, water and people are just a few of the valuable things in successful programs.

Give responsibility but hold people accountable.

ES&R professionals need to delegate responsibility to others to achieve success. The individual's ability to succeed depends on his or her knowing you have confidence in his/her abilities, but also that you expect the accomplishment of objectives. High expectations coupled with adequate support equals success among employees.

Stroke those around you. Recognize and reward individuals who are doing a good job. People work harder when their accomplishments are recognized—give credit where credit is due. Giving is better than receiving when you are in charge.

Make a good impression. Appearance, demeanor and attitude determine people's perspectives of who and what you are. Determine the appropriateness of how you dress, how you relate to people, and how you treat others in order to create the best possible image and style.


Make a difference. One person who cares can make a difference. Don't assume you don't count. Accept the responsibility of being part of the profession and do all you can to make it as good as it can be. Don't wait for others—take the lead.

Conclusion

What this profession is and will become depends on how well each individual does his or her job. The image of the profession is a collective sum of all of the ES&R professionals in it. The ES&R profession does so much good for people—it helps them develop self-esteem, meet new people and make friends, assume leadership responsibilities, develop lifelong leisure skills and values, manage stress, create healthy lifestyles, and live a quality life. Each ES&R professional casts a shadow on the profession—his or her contributions determine the image of all professionals. Robert Kennedy in Brent Ashabranner's (1989) book entitled *People Who Make a Difference* said, "Few will have the greatness to bend history, but each of us can work to change a small portion of events, and in the total of all those acts will be written the history of this generation." By the turn of the century, the actions of the current generation of ES&R professionals will write the history for this profession and create the image new professionals will carry into future eras of serving employee needs.

Gene G. Lamke is professor and chair of the Department of Recreation, Parks and Tourism at San Diego State University and a member of NESRA. This article emanated from his opening keynote address to the NESRA Western Region Conference held in September, 1990, in San Diego, California.

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1991 Program Highlights



Fifty Years of Pride and Progress. This excellent conference theme also commemorates NESRA's 50th Anniversary. The 50th Annual NESRA Conference and Exhibit, April 28 to May 2, 1991 at the Mirage Hotel in Las Vegas, Nevada, will combine a celebratory atmosphere with hard-hitting educational sessions.

New to the conference programming this year are a series of chapter talk shows. This is your chance to get the answers to your chapter operations, leadership and planning questions! A speaker/host will begin the discussion and then will invite questions from the "audience."

The employee store and fitness tracks are back by popular demand. These tracks will address the diverse needs of employee store managers and will help keep health/fitness personnel abreast of issues in their fields.

The educational programs combine the many aspects of what you need to know to run the best employee services and recreation program possible: Budgets/finances, public speaking, communicating, productivity, management awareness and support, recycling, the science of play—these are just some of the topics which will be covered at the conference.

In addition to the educational sessions, the exhibit hall will feature over 135 companies which can help you offer high-quality products and services to your organization's employees.

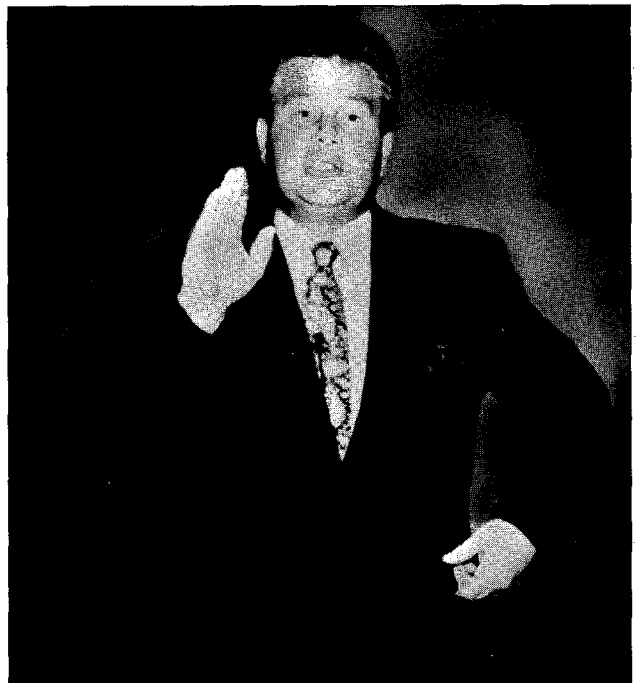
If you're not convinced attending the conference is "worth it," read on and you'll discover for yourself you really can't afford not to attend. The educational sessions will help you become a more effective ES&R manager; the breakfasts and luncheons have been designed so you can learn about what others in your field have accomplished and what you're capable of doing. This is your chance to meet people in your profession, discuss issues together and learn how to run your ES&R programs more effectively.

Whether you're a volunteer, a multi-hatter or a full-time ES&R manager, the 50th Annual NESRA Conference and Exhibit will help you on your way to living up to your potential as an ES&R manager.

Featured on these pages are descriptions and biographies of two of our conference speakers, Richard

Flint, CSP and Roger E. Herman, CSP. Also, make sure to read the program listing to find the topics most pertinent to your needs.

Leadership - Fact or Fiction? Beyond Service: The Personal Touch



Richard Flint, CSP, founder of Mentalrobics Inc. in West Palm Beach, Florida, promises to do three things in these sessions: Make you **UNCOMFORTABLE**, make you **THINK** and let you **LAUGH**.

Since entering the national speaking circuit in 1980, Flint has averaged 275 presentations per year. He is the author of five books, has published articles in over 100 magazines and trade journals and has appeared on over 125 radio and television talk shows. He is one of a handful of individuals to be awarded CSP (Certified

Speaking Professional) by the National Speakers Association.

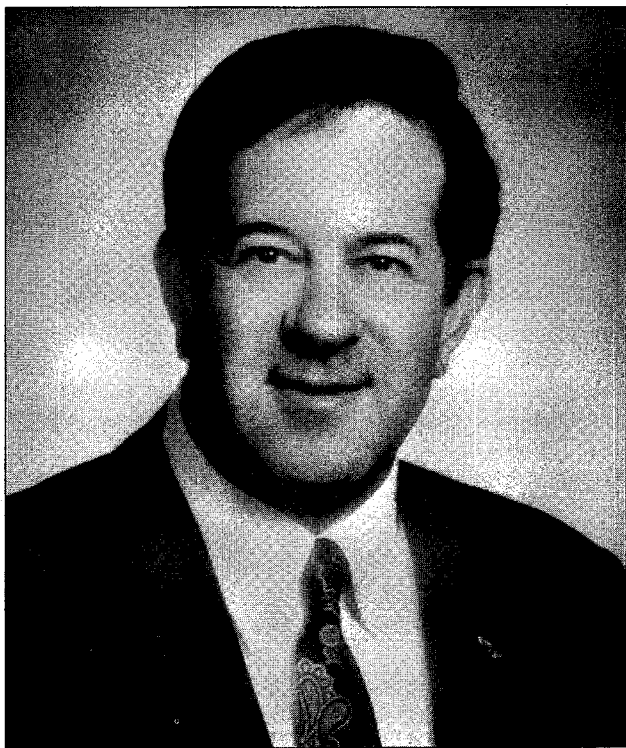
It is Flint's belief the biggest problems professionals deal with in the business arena are not due to a lack of technical knowledge, but are created by the human struggle they carry with them into the business world each day. This philosophy is the creative force behind his educational programs.

In "Leadership - Fact or Fiction?" Flint will pass some of his beliefs about the "professional's world" on to you. In this session, an all-conference breakfast which will honor CESRAs, CESRLs, RVESRAs, Chapter Presidents and First Timers, Flint will help you BECOME the professional you have it in you to be.

In "Beyond Service: The Personal Touch," Flint will help you realize service is not a slogan, a concept, or a statement. Service is an action.

Be prepared to leave these sessions with a better sense of purpose for your profession and for yourself.

NESRA Challenge for the Next Fifty Years



Roger E. Herman, CSP, CEO of Herman Associates, Inc., in Rittman, Ohio, will give you some things to think about, to put all you've learned into perspective as you return to your responsibilities at the office in his closing keynote address, "NESRA Challenge for the Next Fifty Years."

A nationally known specialist in employee retention, productivity and leadership, Herman is the author of two books on these topics. He is listed in *Who's Who in the Midwest*, *Emerging American Leaders*, *International Who's Who of Authors and Writers* and similar publications. He is also one of a handful of people to receive CSP (Certified Speaker Professional) designation.

Herman has a vision of what is possible, of what the American workforce can achieve. To discover his perspectives on the challenges and opportunities facing us in the next 50 years, make sure to attend this dynamic session.

General Sessions

Fifty Years of Pride and Progress
Food, Nutrition and Health
Leadership - Fact or Fiction
NESRA Challenge for the Next Fifty Years
Pride, Professionalism, Excellence

Concurrent Workshop Sessions

Beyond Service: The Personal Touch
Budgets/Finance
Business Planning - Buzzwords for the '90s
Chapter Talk Show - Chapter Operations 101
Chapter Talk Show - Leadership Development
Chapter Talk Show - Planning Programs for Maximum Attendance
Effective Written Communication
Employee Store - Into the 21st Century
Employee Store - Marketing/Publicity
Employee Store - Purchasing Strategies
Employee Store - Sales Accountability/Tax Implications
Employee Stores without Walls
ES&R Survival in the '90s
Evaluating Your Publication: Do Your Readers Care?
Fitness - Benefits of Exercise
Fitness - Corporate Wellness
Fitness - Diet/Nutrition
Fitness - Health Fairs
Fitness - You're Never Too Old
Fund Raising
Impact of ES&R on Productivity
Leisure Counseling
Liability in Recreation Activities
Management Awareness Support
Managing to Travel Safely
Networking in the '90s
Public Speaking without Fear
Recycling in the Workplace
Science of Play - Managing Stress





50th Annual Conference and Exhibit
The Mirage • Las Vegas, Nevada
April 28-May 2, 1991

Full Name (Print) _____ Common First Name _____

Company _____ Position _____

Address _____

City _____ State _____ Zip Code _____

Phone _____ Number of Employees _____

Status: Delegate _____ Spouse _____ CESRA _____ CESRL _____ RVESRA _____

Is this your first National Conference? Yes _____ No _____

Expected date of Arrival _____ Departure _____

REGISTRATION PACKAGES: Please circle amount enclosed.

	Prior to 4/1/91	After 4/1/91
Delegate-NESRA Member	\$345	\$370
Non-Member Delegate	365	390
Associate Member not Exhibiting	450	475
Spouse	165	175
Student (Includes sponsored functions)	175	175
Retiree	75	75

SUBMIT A SEPARATE REGISTRATION FORM FOR EACH PERSON. DUPLICATE COPIES OF THIS FORM WILL BE ACCEPTED.

Please include your check payable to NESRA. Advance registration cannot be accepted without full payment. Mail check and registration form to: NESRA, 2400 S. Downing Ave., Westchester, IL, 60154-5199. Any questions, call (708) 562-8130.

Cancellation: Full registration will be refunded if cancellation is received postmarked no later than 4/1/91. After that date, refund cannot be guaranteed.

A HOTEL RESERVATION CARD WILL BE PART OF YOUR CONFERENCE CONFIRMATION PACKET. All room reservations must be made directly with The Mirage Hotel. We cannot guarantee room availability after 3/15/91. NESRA Conference room rate at The Mirage is \$93 (single or double—**NO SATURDAY ARRIVALS**—Hotel Policy). Should you prefer to telephone in your room reservation, the numbers are (800) 627-6667 or (702) 791-7444. Be sure to state you are part of the NESRA Conference.

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1 2 3 4 5

HAPPY ANNIVERSARY, NESRA!



Recreation & Welfare
Association



GD CONTROL DATA

SC Johnson
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Textron Lycoming / Subsidiary of Textron Inc.



ABCESRA 



MOTOROLA INC.



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VONS
Companies, Inc.

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Living Products



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CLAIROL

For 50 years, the National Employee Services and Recreation Association has been providing its members with the education, resources and professional development they need to offer quality employee services and recreation programs to their organization's employees.

The companies shown on these two pages have helped make NESRA the association it is today: An association dedicated to enhancing employee quality of life.

Member Success Profile

A multi-hatter with a zest for challenge, Ellyn M. Kynkor, assistant public relations officer for National City Bank in Cleveland, Ohio, describes how she manages the many facets of her position and retains an adamant belief in the value of employee services and recreation in the workplace.



ESM: Describe a typical day for us.

Kynkor: Each day offers a new challenge. My day usually begins with planning and prioritizing activities, but then the telephone starts ringing. Many times these calls reset my schedule.

Handling unusual situations is the rule rather than the exception. A typical example: Early one Monday, while I was working on a special project, an employee called who encountered a problem at a local theater over the

weekend. She had used a discount ticket offered through the Cleveland Employee Services

Association (CESA). It required prompt attention. Several telephone calls resolved the problem to our employee's satisfaction.

On a daily basis, I do not schedule many formal meetings. I prefer morning meetings. For most meetings with nonbank groups, my preference is 7:30 a.m. breakfast meetings, luncheon meetings or after 5:00 p.m.

I find these meetings are more productive. Most people try to make every minute of their own time count.

ESM: What is your personal philosophy on the value of employee services and recreation?

Kynkor: The changing economy has necessitated tightening company budgets and employee benefits are being trimmed.

Most employees perceive employee services and recreation offerings as 'benefits.' Companies are challenged to come up with creative ways to provide benefits to employees at little or no cost. There are many opportunities available through NESRA that could not be offered if a company were working independently.

Key to successful growth for any company is a good employee. To retain this vital commodity, it is important to get the message to employees they are necessary to your successful operation.

National City Bank's management regards its employees highly. Tangible benefits are a way of demonstrating to people how special they are.

ESM: Please describe your career path and how you chose to work for National City Bank (NCB).

Kynkor: Before NCB, I worked for a small legal firm. The potential for career growth was almost nil. This small firm did not offer employee benefits and I reached a point in my career when I began to realize their importance.

In November, 1966, I was employed at National City Bank as executive secretary for the head of its corporate legal department.

My career has not been dull. From legal, I moved to the trust department, and then in 1979, I was offered an opportunity to assist in launching a new venture for the bank. National City opened a trust representative office in Palm Beach, Florida. My administrative skills and knowledge of the bank, as well as my party planning experience, were tested quickly. Three months after the office was opened, I planned a reception for all Florida trust customers. About 500 customers of the bank who reside in Florida for the winter months were invited to this reception at the Flagler Museum in Palm Beach.

Two years later an opportunity opened in Cleveland, Ohio in the public relations department for a special events coordinator, and I was delighted to return to

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Cleveland to accept that role.

I wear many hats in this position. Employee services is only one. Other duties include managing National City Bank's corporate art collection, with an ambitious schedule of 11 art exhibits annually in the Atrium Gallery (the Atrium Gallery just celebrated a decade in July, 1990!), coordinating volunteers for bank-related activities as well as assisting other nonprofit groups with their volunteer needs, working with community groups to coordinate events being sponsored by the bank, overseeing the NCB Logo Shoppe (managed by a member of CESA—Jim Mersfelder & Assoc.), training bank personnel on the use of in-house computer graphics programs for business presentations, planning large business entertainment functions for the bank and, as my job description would say, "such duties as assigned from time to time!"

ESM: How did you get involved in ES&R?

Kynkor: NCB encourages employee participation in the activities of the American Institute of Banking (AIB). Through it, I had the opportunity to work on various committees and also take the banking courses it presented. I was able to apply these credits toward my college degree.

The bank has always encouraged education. It has had a long, established program of tuition reimbursement and I took advantage of that program. In 1983, I received a B.A. in Business Administration from Notre Dame College of Ohio.

ESM: How has NESRA been a factor in your success?

Kynkor: Upon returning to Cleveland from Florida in 1982, I learned a new organization was being formed—Cleveland Employee Services Association (CESA)—a chapter of NESRA. National City Bank was a charter member.

Previously, the bank had not offered individual opportunities to employees for recreational activities. The only events available were the employee Christmas parties and occasionally a family outing sponsored by the bank.

In launching this new approach for expanded employee services, CESA was very helpful to me. The networking opportunities with others in similar programs proved invaluable.

From this small beginning, the program has expanded greatly. Currently, we now offer over 15 outdoor recreational activities and amusement parks, mostly throughout the summer months. Well over 30 professional, theatrical and cultural events are available to our employees annually as well as a wide variety of consumer discounts and vacation opportunities.

ESM: How has the ES&R programming grown and changed since you've been at NCB and affiliated with CESA? What accomplishments are you most proud of?

Kynkor: Personally, I am most proud of the fact I obtained my college degree, although it took a number of years.

ES&R-related, I am proud I was able to start with a simple ES&R environment and organize the bank's current program to its present size and scope—all this with very limited 'human resources.'

Advertising available services and programs is key to employee participation. To reduce individual telephone inquiries, I use a telephone answering machine and call it "Ticket Teller." I update the tape once each week. All the current offers are listed. "Ticket Teller" can be accessed through the interoffice telephone system or called directly from an outside number. It is available 24 hours a day. *NewsBreak* is a one-page bulletin and briefly lists all the current programs. This is posted on all departmental bulletin boards.

ESM: What is the company's philosophy about the value of employees? How is this seen in management's support of ES&R?

Kynkor: Retaining good employees is vital to the success of any company. National City Bank is no exception. A company needs good employees to produce good products, otherwise there would be no consumer demand.

Many ingredients go into making good, loyal employees. It is important to demonstrate to employees they are appreciated. Good benefits programs give that message.

By its very nature, public relations is customer-service oriented. A better term, I think, is customer satisfaction. Our customers do include our employees.

National City Bank's management supports the ES&R program by encouraging my membership and board

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involvement with CESA. If CESA were not regarded as important to the bank, I would not have been able to devote the time I have to CESA.

ESM: How large is your staff? Are they paid or volunteer?

Kynkor: The regular employee programs are handled only through public relations. In the beginning, I ran the whole program. In 1986, the new public relations department's secretary offered to help me fill ticket orders—especially during the busy summer season. She has been doing an excellent job of that since. Without her help, it would have been impossible to enlarge the current program.

With a limited staff, we must handle our many offerings using interoffice mail requests only. Our "mail order" business allows us to

manage requests while giving priority to media news releases as well as the bank's customer inquiries.

ESM: Briefly describe your organization's products/services.

Kynkor: National City Bank is the lead bank of National City Corporation, a \$23 billion bank holding company headquartered in Cleveland, Ohio. Its subsidiaries and divisions span 15 states. National City's subsidiaries and divisions offer a wide range of other financial services—besides the typical banking services—such as credit card processing, retail payment and airline ticket processing, trust and investment management, investment services, leasing, merchant and mortgage banking, venture capital, small business and community investment as well as credit life insurance.

ESM: How would you describe yourself? How do you apply this knowledge about yourself to your ES&R philosophy?

Kynkor: Kaleidoscopic would be the best description. I enjoy "people contact" but still treasure quiet moments which allow me to get in touch with some inner thoughts. I enjoy planning parties for a 'cast of thousands.' I am also the 'social director' for my circle of friends.

Many of my own personality facets have helped me come up with a broad spectrum of options for employees. Even though I enjoy certain activities, I still keep in mind that not all people like these same kinds of entertainment. The scope of the bank's programming goes from tractor

pull events to concerts of the Cleveland Orchestra.

Quiet times help me to regroup and come up with ways of more effectively handling all the areas in which I am involved.

ESM: Where do you see ES&R developing in the coming years?


Kynkor: With the tightening economy and U.S. companies facing major competition from international markets, most organizations will need to cut back on costs in a variety of ways. One major area is benefits for employees. The additional opportunities which NESRA provides for member companies will enhance the 'caring' image which is so important in helping retain good people.

ESM: What have you learned about yourself while at NCB? About the challenges of the workplace? About ES&R?

Kynkor: I love challenge. The workplace and individuals offer many challenges daily.

Employee benefits are very important to people. I did not fully realize this until I joined a large organization. NESRA is very instrumental in providing benefits. Any organization must keep up with the changing work environment with good strategic planning. The programs offered at the NESRA national conferences suggest many ways to accomplish this.

ESM: What advice would you offer to others in your field?

Kynkor: Stay flexible in a changing environment. Be open to new ideas. The best ideas do not always filter down from the top—sometimes they bubble up from below. Encourage input from your fellow employees. Surveys are one way to show employees you are interested in their opinions and want to respond to their needs. 

A Commitment to Excellence in Employee Services and Recreation

Founded over 25 years ago, the National Employee Services and Recreation Association (NESRA) Education and Research Foundation, a 501(c)(3) nonprofit organization, is the research arm of NESRA. It was created to equip the employee services and recreation manager or leader with the bottom-line data needed to support employee services and recreation programming.

Current Foundation projects include:

- Funding biannual field surveys delivering data on salaries, budgets and programming trends;
- Reviewing candidates wishing to conduct research which will supply data to members;
- Funding the publishing of a four-book series of texts concentrating on various subjects in employee services.

Contribute to the NESRA Education and Research Foundation and you will contribute to the expansion of the employee services and recreation field.

☐ Yes! I'd like to send a tax-deductible donation to the NESRA Education and Research Foundation! My donation is for the following amount:

☐ \$25 ☐ \$50 ☐ \$250 ☐ \$500 ☐ \$750 ☐ \$1,000 ☐ other: \$ _____

My organization is involved in a corporate gift-matching program: ☐ yes ☐ no ☐ I'm not sure.

Send your donations to:

NESRA Education and Research Foundation
2400 South Downing Avenue, Westchester, IL 60154-5199

Thank you

More Than a Ticket:

A Guide to Theme Park/Attraction Special Services



NESRA recently surveyed associate members who represent theme parks and attractions. They described what special services are available to members.

The following is a listing and description of the categories NESRA used to conduct the poll:

Company Picnics—facilities and services available during the theme park's open season, unless stated otherwise.

Off Season—services available during the months the park is closed.

Private Parties—buy outs (the entire park or just a portion is rented for a group) or mix-ins (a group is offered a discount rate when visiting the park with the public) for a day or weekend.

Before Hours—information regarding corporate breakfasts and seminars.

After Hours—these events tend to overlap with the private party information because some buy outs are only permitted after hours.

Entertainment—entertainment available to groups within the parks and what entertainers can be contracted out to perform at company events.

Theme Parties—what theme parks/attractions will assist in planning corporate theme parties or whether use of their props and scenery is permitted.

NESRA associates could also provide information on their unique services. You'll find these listed under their own category names, or under "**Other**."

The discount market is an aggressive one. Associate member revenues generated from discount programs range from roughly 30 percent to 61 percent of total revenues. Read on to find out how you can augment your discount program by taking advantage of these special services.

BILTMORE ESTATE

One N. Pack Sq.
Asheville, NC 28801
(704) 255-1706
Contact: Bobby Wilson

Company Picnics: A large covered pavilion is available for picnics. Groups must purchase admission tickets to the Estate to be able to use these facilities. Catering is available.

Off Season: Biltmore Estate is open year-round. The Estate is closed on Thanksgiving Day, Christmas Day and New Year's Day.

Private Parties: Two restaurants on the Estate are available for private functions. Private functions can also include an exclusive candlelight evening visit of Biltmore House.

Before Hours: Breakfast functions are available at our Deerpark Restaurant.

After Hours: Exclusive candlelight evening visits are available to groups of 150 or more.

Entertainment: Entertainment can be arranged for groups holding functions on the Estate.

Theme Parties: Biltmore Estate staff may assist in planning theme parties with certain restrictions and limitations.

Other: Hours. Biltmore Estate is open 9:00 a.m. to 5:00 p.m. daily, with limited evening hours during the Summer, Fall and Christmas seasons. Candlelight Christmas evening visits to Biltmore House are made by reservation.

Special Admission Program. Reduced prices are available to companies that purchase 20 or more tickets. Tickets do not expire and can be purchased back by the Biltmore Company.

BUSCH ENTERTAINMENT CORP.

c/o National Sales Office
1604 Trebor Ct.
Lutherville, MD 21093
(301) 560-1377
Contact: Nancy Lanagan

Discount Program: Busch Entertainment Corp.'s family of theme parks offers discounts at Busch Gardens, Cypress Gardens and Sea World locations.

Company Picnics: *Busch Gardens.* In Williamsburg, there are two picnic areas available for company picnics: The Black Forest, for groups of 40-1,000 people, and Le Coq de Or, for groups of 25-39 people. Tampa Bay features the Zambezi Picnic Pavilion. *Cypress Gardens.* Many areas are available for company picnics, with accommodations available for groups of 25 to 2,000 or more people. *Sea World.* Texas offers catered picnic facilities for groups of 150 or more, from March-November. California offers two main areas for company picnics: The Nautilus pavilion, which serves up to 900 sit-down, and Neptune Grove, which serves up to 400 people. Small groups can enjoy a variety of areas located throughout the park. Florida offers five pavilions for company picnics, with seating available for up to 2,500 people.

Off Season: *Busch Gardens.* The Williamsburg location is closed from November through March. Tampa Bay is open year-round. *Cypress Gardens.* Open year-round. *Sea World.* Texas is closed from December-February. California and Florida are open year-round.

Private Parties: *Busch Gardens.* Williamsburg offers private parties as a park sellout after/before operating hours. A guaranteed minimum is required. Private parties can range from cocktails and heavy appetizers to formal dinners with a full show. Tampa Bay offers daytime

mix-ins. Private dining rooms, meeting space and the picnic facility are available. Catered meals may be arranged. *Cypress Gardens.* Buy outs are available once the park is closed; mix-ins are scheduled as well. Groups can have private daytime catered functions. Party options are also available. *Sea World.* Texas, California and Florida offer buy outs and private itineraries after public hours. Mix-ins are also available in Florida and California.

Before Hours: *Busch Gardens.* Tampa Bay offers corporate breakfasts and meetings. *Sea World.* California offers meeting, seminar and breakfast facilities.

After Hours: See private party descriptions.

Entertainment: *Busch Gardens.* Both locations offer a variety of entertainment options, ranging from strolling characters to a full German Festhaus show or Italian opera, or an "Around the World on Ice" show. *Cypress Gardens.* The Greatest American Ski Show, a powerful water ski extravaganza, showcases high-powered boat races and ski jumping feats. *Sea World.* Texas and California offer a wide variety of entertainment options. Florida has added five new shows to its already exciting agenda.

Theme Parties: *Busch Gardens.* Tampa Bay offers The Crown Colony House, which easily lends its charm to "Out of Africa," "Jungle Safari," or "Casablanca" themes. The Das Festhaus is host to many authentic "Octoberfest" events. We will also tailor-make a theme party to suit your own ideas. *Cypress Gardens.* Complete information packages are available. Themes include "Gone with the Wind," Mardi Gras, Cracker Buffet, Clam Bake and more. *Sea World.* Texas offers unique special events. Florida works with several reputable

convention service companies who can put together theme parties.

Catering: *Busch Gardens, Cypress Gardens and Sea World* offer catering, with services ranging from box lunches to full-scale meals.

Behind-the-Scenes Tours. *Busch Gardens, Cypress Gardens and Sea World* locations offer guided, educational tours for groups.

Other: *Sea World.* California offers 3-4 hour education seminars. Group rates are offered for this event.

ICE CAPADES/HARLEM GLOBETROTTERS

6121 Santa Monica Blvd.
Hollywood, CA 90038
(213) 461-5400
Contact: Lisa Hess

Discount Program: The Ice Capades/Harlem Globetrotters have been offering a group discount program for three years. Actual discounts vary per city and can be as great as \$3.

Company Picnics: Available, but are determined on a per market basis.

Off Season: There are no appearances available in the off season. The season for Ice Capades runs from September to May. The Harlem Globetrotter season runs from December to April.

Private Parties: Availability is determined on a per city basis and requires a bulk ticket purchase of 500 tickets.

Before Hours: Ice Capades and Harlem Globetrotters both have clinics available in certain cities depending upon the number of preset, pre-paid admissions (starting at 500 tickets) and the availability of the performers.

Entertainment: Both the Ice Capades and the Harlem Globetrotters offer family entertainment. The Ice Capades have amazed audiences for over 50 years as North America's Gold Medal Ice Spectacular. The Harlem Globetrotters are celebrating their 56th season with outrageous, incredible basketball fun as the Magicians of Basketball.

Theme Parties: Not available.

Catering: Ice Capades/Harlem Globetrotters provide catering services to groups. Contact your local arena for details.

Other: *Fundraising.* Bulk ticket purchases are available to chapter members. In this case, even greater discount prices of between 50 cents to a dollar are available when 500 or more tickets are purchased (actual amount of discount is determined by individual ticket prices as well as other factors). This is structured for fundraising. A buy out of an entire performance may also be purchased by a company. A buy out is for an organization looking for a higher return as an even greater fundraiser. The price per ticket is lower, resulting in a larger profit margin.

The Ice Capades/Harlem Globetrotters are willing to work with each individual company to suit the needs of the organization in the best way possible.

KINGS ISLAND

c/o Groups Sales
Kings Island, OH 45034
(513) 398-5600
Contact: Bill Lane

Company Picnics: The park offers two shaded picnic groves and catering facilities for these areas. One grove within the park offers six shelter houses that can accommodate from 300 to 10,000 people in each. The other grove outside the park can

be reserved for groups of 200 to 1,000.

Off Season: The park is closed the middle of October through mid-November. However, a quarter of the park reopens to the public for "Winter Fest" in which ice skating, carriage rides (additional fee), and some indoor rides and shows are offered. During this time, the International Restaurant is open and the park takes on a Christmas atmosphere.

Private Parties: Companies of 20,000 people or more can buy out the park for a day at the very beginning or very end of the season.

Before Hours: Companies can rent all or just a portion of the park two hours prior to opening to enjoy the rides.

After Hours: The park is available to be rented after hours.

Behind-the-Scenes Tours: Not available for safety reasons.

Entertainment: *On Premises.* Bands and dance shows are offered.

Off Premises. A department of the company, Kings Productions, will work with a group to arrange entertainment for their company events. Productions can be arranged for Christmas parties and other functions, including trade shows.

Characters: Characters will make appearances for a fee, depending upon the activity.

Theme Parties: Kings Island will assist in planning theme parties.

Catering: Catering facilities will service a whole meal for your group or just beverages, depending upon the company's needs. Traditional company picnics are readily available and welcomed.

MARINE WORLD AFRICA USA

Marine World Parkway
Vallejo, CA 94589
(707) 644-4000 ext. 228
Contact: Cyd Antang-Scheer

Company Picnics: Marine World Africa USA has been hosting corporate events since 1974. The picnic facilities can accommodate groups of 25 to 10,000 people. Serving hours can be staggered to accommodate larger groups.

Off Season: The park is open all year.

Private Parties: Buy outs will be considered for large groups, depending upon the season. Otherwise, the park remains accessible to the public.

Before Hours: No before hours activities have been planned at this time, but the staff is open to new ideas.

After Hours: A number of after hours activities can be scheduled with a minimum guarantee of 2,000 people, complete with spectacular fireworks displays during the summer.

Catering: The food service will work with company representatives based on desired menu and price range. This service is also available off premises.

Behind-the Scenes Tours: Tours are available to groups on Mondays or Tuesdays, for a nominal fee, when the park is closed to the general public.

MEDIEVAL TIMES DINNER AND TOURNAMENT

7662 Beach Blvd.
Buena Park, CA 90620

(714) 634-0213
Contact: Jim Lennartson

Discount Program: Medieval Times Dinner and Tournament has offered special discounts to NESRA members since our opening in Buena Park in June, 1986. The discount is presently \$3.50 off per person up to six people on a coupon valid for all our performances seven days a week, except for Saturday at 6:30 p.m. and 9:15 p.m. We will send as many coupons as requested at no charge.

Company Picnics: Not available.

Off Season: We are open year-round, seven nights a week, with a Sunday matinee.

Private Parties: Buy outs are available for groups of 800-1,134. All groups of 15 or more are extended a group discount and provided prearranged seating. Themed rooms are available for meetings or private parties before or after the show.

Before Hours: Arrangements can be made for company seminars, lunches or mini shows during the day. The Castle is open Monday through Friday from 9:00 a.m. to 4:00 p.m. for self-guided tours. Guided tours are also available.

After Hours: Dancing after the last show every evening is available in our Knightclub.

Entertainment: *On premises.* The show is a reenactment of a Medieval Banquet and Tournament with knights on horseback competing in medieval tournament games, jousting matches and swordfights. Guests can also visit our Museum of Torture (additional fees apply).

Off premises. Medieval Times characters can be contracted for outside appearances depending on time.

Theme Parties: Medieval Times Dinner and Tournament is an ideal facility for a themed party and can assist in the planning.

Catering: Catering is not available off the Castle's premises.

Other: At Medieval Times Dinner and Tournament guests are treated like nobility as they enter our fully enclosed 11th century style castle. They partake in a medieval feast and cheer for their own brave knight. It's a show the whole family will enjoy.

QUEEN MARY & SPRUCE GOOSE ATTRACTIONS

P.O. Box 8
Long Beach, CA 90801
(213) 499-1629
Contact: Sue O'Shea

Company Picnics: "Seaside Picnics and Parties" package is available year-round. Indoor and outdoor facilities are available. Package includes picnic lunch and attraction admission.

Off Season: The Queen Mary & Spruce Goose Attraction is open year-round.

Private Parties: "Legendary Passages" after-hours tours are available when booked two weeks in advance. Corporate "Fun Days" (mix-ins) are also available to groups of 20 or more. The Queen Mary also offers group rates, educational tours and the "Voyager Club" corporate discount card program.

Before Hours: Breakfast meetings and morning seminars can be arranged.

After Hours: In addition to the "Legendary Passages" tour, the Spruce Goose Dome can be rented for groups ranging from 2,000-5,000 for banquets and parties. The Queen Mary & Spruce Goose also has a

complete catering department and banquet facilities for evening functions.

Entertainment: Opened on February 16, 1991, is the all-new "Ghosts, Legends and Myths of the Queen Mary." Featured will be tales of the supernatural and unexplained phenomena about the "Grand Old Lady of the Sea." Excursions will take you to areas of the ship previously closed to the public. Experiences will include "Dark Secrets of the Queen Mary," the "Chart Your Own Expedition" self-guided expedition, "Tales of the Unknown" and "Legendary Passages" experiences.

Theme Parties: The Queen Mary & Spruce Goose catering staff can organize anything from a shipwreck party to a Captain's Ball to intimate receptions.

Catering: The Queen Mary & Spruce Goose has a complete catering department. A wide selection of banquet rooms are available which can accommodate from 35 to 600 guests. In addition, the Spruce Goose Dome can be rented for after-hours functions. Menus, wedding arrangements and costs are available by contacting the catering department.

Other: The Hotel Queen Mary is also located on the property and offers 365 first-class staterooms with up-to-date amenities. A newly refurbished exhibit hall is also located on board the Queen Mary. This multi-level hall has 50,000 gross square feet for 200 exhibit booths. The Hotel Queen Mary also boasts 16 meeting rooms with 35,000 square feet of meeting space.

SAN DIEGO ZOO/SAN DIEGO WILD ANIMAL PARK

P.O. Box 551

San Diego CA 92112-0551
(619) 557-3966
Contact: Mary Lou B. Antista

Discount Program: Membership in the Zoofari Club is offered on a national basis to NESRA members only. As a member, employees save \$1.50 per adult and \$1 per child at both the San Diego Zoo and the San Diego Wild Animal Park.

Company Picnics: Accommodations for groups of 15 to 5,000 for day or evening events are available at the Zoo or the Wild Animal Park. Choose from a simple box lunch barbecue cookout or an elaborate buffet. Cocktails are available at both locations. Have your party with the wild ones! Special 25 percent discount on ticket packages are incorporated into prices. Call for a specialized menu.

Off Season: The San Diego Zoo and the San Diego Wild Animal Park are open year round.

Behind-the-Scenes Tours: Tours are available at either attraction for 15 or more people, or your group can go nose-to-nose with a rhino on a Photo Caravan tour.

Pre-Sold Tickets: Tickets are discounted by volume. Contracts of 15 and 20 percent discounts are available based on volume purchases of tickets on vouchers throughout the year.

Theme Parties: We can assist in planning any theme party at either facility and welcome requests.

Other: Special Events. The San Diego Zoo is celebrating its 75th birthday with roars, hoots, squawks, trumpets and quacks. It's a party that will last all year long. You won't want to miss it.

Special Dinamation Exhibit at Wild Animal Park. From May through September a special robotic exhibit of dinosaurs and other robotic

creatures will be featured at the Wild Animal Park. There is an additional charge for this exhibit.

UNIVERSAL STUDIOS FLORIDA

1000 Universal Studios Plaza
Orlando, FL 32819
(407) 363-8214
(800) BE-A-STAR
Contact: Randy B. Gerber

Company Picnics: Picnics are available for groups of 100 or more. We offer a variety of menu options.

Off Season: The studio is open all year.

Private Parties: Mix-in events at a discount are popular. Buy outs are negotiated on a case-by-case basis. All groups of 20 or more are extended group discounts.

Before Hours: Arrangements can be made for company breakfasts. Special group rates apply.

After Hours: Exclusive after hours presentations of all shows and rides are available. Call for special rates.

Entertainment: On-site. The studio features musicians, costumed characters (including the Flintstones, the Jetsons, Scooby Doo, Yogi Bear, Woody Woodpecker and many more), and street stars (The Blues Brothers, Ghostbusters, Laurel and Hardy, Marilyn Monroe and more).

Off-site. Entertainers are only allowed off-site for promotion of contracted events.

Theme Parties: Call for details.

Catering: A vast array of menus are available, from company picnics to black-tie dinners. Call for details. Catering is not available off-site.

Behind-The-Scenes Tours: V.I.P.

tours are available. Reservations must be made in advance.

Other: Rides and shows featured at Universal Studios Florida include Earthquake, Kongfrontation, E.T. Adventure, Ghostbusters, Phantom of the Opera Horror Make-Up Show, The Funtastic World of Hanna-Barbera, Animal Actors Show, and coming soon, the brand-new Back to the Future thrill ride. The Fan Club discount program is offered free-of-charge to all NESRA member companies, and provides discounts on admission, hotels, rental cars and more. Call for more information.

UNIVERSAL STUDIOS HOLLYWOOD

100 Universal City Plaza
Universal City, CA 91608
(818) 777-3808
Contact: Sandra Spivey

Discount Program: Universal Studios Hollywood (USH) has offered a discount program for the employees of companies and members of associations since we opened in 1964.

Company Picnics: USH will complete a brand new area for picnics in the summer of 1991. This yet-to-be-named area is located between the upper and lower lots. Groups board a private tram through a special area and proceed through the first part of the Universal Studios Hollywood tram ride. They stop at the picnic area for the festivities. After a few hours of merriment, the group reboards the tram to finish the ride. At the conclusion of the tram ride, the group is free to enjoy Universal Studios Hollywood Entertainment Center which contains several movie-related attractions and live action shows. The entire park is also available for picnics, based on size of group and time of year.

Off Season: Universal Studios

Hollywood is open every day of the year except Thanksgiving Day and Christmas Day.

Private Parties/Park Buy Outs/

Theme Parties: Universal Studios Hollywood offers a wide variety of themed events and private parties after hours or during operating hours (with some restrictions) in every area of our diverse park. "Hollywood Nights" is a one-of-a-kind program developed by Universal Studios Hollywood for events with guests numbering from 100 to 10,000. Our job at USH is make-believe, so we can make all events unforgettable whether groups buy out the entire park or use a small section.

Before Hours: The park is available for any before hours event based on size of group and time of year. Educational seminars are also available for school groups before and during regular park hours.

Entertainment: Universal Studios Hollywood offers several interactive characters available for private events. Laurel and Hardy, Marilyn and Groucho, W. C. Fields, various monsters and sorcerers will delight groups of all kinds. The park also offers shows featured in the Entertainment Center.

Catering: Catering at Universal Studios Hollywood can be handled through Victoria's Station Restaurant in the park, Universal Studios Hollywood Food Services, or the Studio Commissary.

WALT DISNEY'S MAGIC KINGDOM CLUB

P.O. Box 4489
Anaheim, CA 92803
(714) 490-3280
Contact: Bob Baldwin

Discount Program: The Magic Kingdom Club has offered a discount program for 35 years.

Company Picnics: Discounted passports are offered in conjunction with either food coupons (redeemable at Disneyland Park) or a catered event at the Disneyland Hotel (100 people minimum).

Off Season: The park is open year round.

Private Parties: A group of 7,000 or more is needed to buy out the entire park during evenings when Disneyland is not open to the general public. Mix-ins are common.

Before Hours: Activities are not planned at this time.

After Hours: "Enchanted Evenings," beginning from 8:00 p.m. and lasting until 1:00 a.m., can be arranged. During this time, a themed section of the park will be kept open, and a catered, private party can take place. Low-level fireworks, bands, piano players, etc., can be arranged according to the company's desired theme.

Entertainment: On Premises. Private showings of the park's performances can be arranged. During "Enchanted Evenings," entertainment can be molded to match your desired theme.

Companies are offered use of elaborate audiovisual facilities. A company may show their own video on the large video screen in Videopolis, which seats 1,800 people.

Outside entertainment may also be brought into the park, and groups can hold their own entertainment competitions on park premises.

Off Premises. In order to maintain the park's fantasy within the Park, entertainers generally do not perform off premises.

Theme Parties: On premises, props and scenery are available for "Enchanted Evenings," depending on the party's location within the park. Props and scenery are not available off park premises.

Catering: Catering can be arranged to be as simple or as extensive as necessary. Buffets are the most popular and most recommended form of catering. This service is not available off premises.

Other: "Armchair entertaining" is available through the Executive Club. An executive can entertain a client or an employee without being present at the park by using a special certificate which can be given to another person (i.e., a client or employee) to use at the park for admission, gifts and food. These purchases will then be billed to the executive.

WET'N WILD, INC.

6200 International Drive
Orlando, FL 32819-8290
(407) 351-1800
(800) 922-WILD
Contact: Niki Karr

Company Picnics: Scheduled during regular park operating hours, picnickers may have the use of reserved seating areas, including food and beverage service. Reserved areas include both covered and uncovered seating. Minimum group size is 50 people. We feature all-you-can-eat barbecues, ranging from BBQ chicken to BBQ ribs—even hamburgers and hot dogs.

Off Season: The park is closed to the general public during December and January.

Private Parties: The park may be rented after regular operating hours (scheduled changes throughout season) for groups with a minimum size of 300 people. Private party packages include full use of all park attractions: Disc jockey, aqualympics (organized competitive water games), optional theme parties and food and beverage service. Promotional materials such as imprinted posters, flyers, paycheck stuffers, ticket order forms and

brochures are available. For group rates, reservations must be made in advance.

Before Hours: Not available.

After Hours: See Private Parties section.

Entertainment: *On Premises.*
Available upon request. We feature a host of options: Bands or disc jockeys, aqualympics, award ceremonies, door prizes and more.
Off Premises. Not applicable.

Characters: Walk-around characters are available at no charge.


Theme Parties: Our theme parties include a swashbuckling Pirates Feast, an old-fashioned New England Clam Bake, a tropical Hawaiian Luau and a Bare-Footin', Bee-Boppin' Beach Party. We will also design theme parties to suit the needs of any organization.

Catering: A full menu is offered for events on park premises, but catering is not offered outside the park. Approved outside caterers may be used.

WISCONSIN DELLS VACATION CLUB

P.O. Box 65
Wisconsin Dells, WI 53965
(608) 253-3031
Contact: Thomas Diehl

Discount Program: The Wisconsin Dells Vacation Club has offered 20 percent savings at multiple attractions for 18 years. Presently, eight different attractions are included on the discount card.

Other: Each attraction participating in the program offers its own hours, entertainment, etc. and therefore must be contacted individually for special arrangements or requests. 

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710 E. Ogden Ave. Suite 117, Naperville, IL 60563
(800) 888-9055 * Fax (708) 420-2294

Sale. Close Out. Inventory Reduction. These catch words and other commonly used attention getters are a must for achieving a profitable sale. Customers need to be reminded that your store is always changing and that they need to stop by to see what's new.

Whenever customers see the same

old merchandise
on the shelves
longer than a

couple of months, it's time for a sale. Leftover seasonal items should be put on sale immediately. Large quantities of slow-moving merchandise need to be reduced and sold off quickly. When customers don't see new items for sale, they will lose interest in your store. It's important to mix your sale merchandise so you don't offer the same items too often. But what can you do to ensure a successful sale? Here are some options for you to consider.

Profitable Sales

Some strategies you can use to conduct sales.

by Robert S. Kermath

Markdowns

At San Diego Gas & Electric, we usually go on two or three buying trips annually. Prior to or just after these buying trips, we mark down the items we plan to restock or replace with newer items. No item in stock is immune to a markdown. My rule is, if it's been in stock a while, move it out!

Unless you have no other choice, I suggest never selling anything below cost. If you have to offer some items at ridiculous discounts, it's time to reevaluate some of your purchasing decisions. You are either buying too much of an item or line, or your product mix is not right for your customer interests.

Our usual maximum discount is 33 percent off our regular selling

price. The smallest discount we offer is 10 percent. Naturally the discount depends on our initial cost and the type of merchandise on sale. In our store, a large profit is not the desired end result. Our goal is to break even on all expenses and to return a small profit.

Types of Sales

To keep your customers' interest up, plan a variety of sales. We usually promote only one type of merchandise (jewelry, toys or gift items) per sale. Our most successful "in-store sales" are the jewelry sales. We offer a large selection of 14kt. gold earrings, rings, bracelets and necklaces. We also carry a nice variety of diamond stud earrings and diamond tennis bracelets along with other precious and semi-precious jewelry products. Other popular sale items are costume jewelry, T-shirts, tote bags, purses and scarves. Electronic and personal care items are also good sale items.

Our most successful, and by far the most popular, sales are conducted in a conference room next to our store. We organize one or two of these sales per month. Most of the merchandise at these sales is from outside vendors with items not usually sold in our store because of quantities or types of merchandise sold. Some of the best of these are athletic shoes (tennis, jogging, aerobics, etc.); car and home audio and video equipment; better quality art work; sporting goods; sport clothing and computer items.

To find these vendors, either check your local phone book or contact NESRA associate members. I have found I need to contact two or three vendors with the same merchandise in order to get the best

variety and price for our customers. Also, some vendors are not interested when you contact them, so you may have to be patient. Usually, one vendor will be able to put you in contact with another and so on. It's very important to use only those vendors who offer good quality, name-brand merchandise and who will guarantee their products if any defects occur after the sale. This type of sale can offer your customers a big selection to choose from at prices well below retail.

Our store generates a profit from these sales by getting a pre-determined fee or a percentage of sales from the vendor. We have no money tied up in inventory and the vendor provides all the personnel and advertising required for the sale. This type of sale will also draw some of our employees who normally can't make it to our regular sales because of distance from their work locations or the time involved. We also survey our customers on the types of sales they would like us to have.

Length of Sale

We find successful sales last only two or three days. Customers watch for these sales because they don't want to miss out on a good deal. We usually run our "in store sales" for one or two weeks about every three months. Sales longer than two weeks become ineffective.

Quantity

Any quantity you have is enough for a sale. Tell your customers if you have limited quantities of a certain item and advertise that the sale is only on the merchandise in stock. If you have small amounts of many different items, try and group them together with other merchandise of

the same type. Small amounts can be offered with larger amounts to create a good sale. Many times we will add new items to our sale every day so our customers keep coming back to see what's new.

Promotion

Our company employs about 4,200 people. The employee store is located in our corporate offices with a customer base of about 1,300. A large percentage of our employees are unable to shop in our store because their work locations are too far away. In order to reach these employees, we use various advertising methods. Mailroom personnel send fliers to employees at their work locations. We also put fliers on every bulletin board and in every break and lunchroom. Our company has an excellent electronic mail system (called PINS) which is interfaced with almost every computer terminal in our corporation. PINS has a built-in bulletin board feature which employees check every day to find out what's going on in the company. This is an excellent way for us to advertise our sales.


Our mailroom will deliver any purchase directly to employees at their work locations. The employees then mail us a check or use their Visa or Mastercard to pay for their purchases. Employees can also use our layaway plan. This is an excellent way to generate larger purchases.

Conclusion

Successful sales depend on a creative mix of products and your ability to generate interest. Sales shouldn't be any longer than a couple weeks. The kinds of sales you have will depend on when you buy your

items and customer interest in the item.

The amount of markdown you take on a particular item or set of items depends on the initial cost and the type of merchandise. If you have to sell an item below cost, you should probably reevaluate your purchasing decisions.

Make sure you offer the types of sales your customers are interested in—and the types of products they would like to buy. 

Robert S. Kermath and his coworker, Jeanette Katz, are responsible for the successful operation of the San Diego Gas & Electric Company Employee Store in San Diego, California.

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Programming Ideas for NEHFD

Ideas you can use to help plan your organization's program for National Employee Health and Fitness Day, Wednesday, May 15, 1991.

NESRA is a cooperating organization in the National Association of Governors' Councils on Physical Fitness and Sports'

(NAGCPFS) efforts to help organizations

become involved in employee health and

fitness. The 1991 National Employee Health and Fitness Day (NEHFD), scheduled for Wednesday, May 15, is the perfect opportunity for you to plan an educational program, offer a special event, or recognize the fitness efforts of your employees. Here are some examples of programs NESRA members implemented in honor of this event.

Gates Rubber Company

in Denver, Colorado, held its regular aerobics class, but added a little spark to the class by passing out NEHFD ribbons and offering fruit after class.

3M in Lake Elmo, Minnesota, organized a fitness walk during employees' lunch hours.

Xerox Corporation

in Webster, New York, organized a fitness walk for all employees. Facilitators provided material with information on walking and other health-related topics. As an incentive, they also provided pens with "National Employee Health and Fitness Day" printed on them for anyone who participated in the walk or picked up health information.

Nationwide Insurance

in Columbus, Ohio, held an activities "blow-out." Events were scheduled throughout the day. All-day activities included a "Pick-a-Partner/Adopt-a-Nonexerciser" program for fitness center members. Members could adopt nonmembers and could work out with them any time that day. Employees could wear their tennis shoes all day to support NEHFD. The YMCA, YWCA and Grant Fitness Center were also open to the public all day.

Special programs included a Marriott Cafeteria Healthy Lunch Cookout, blood pressure screenings, health/fitness literature handouts, four walk-off sessions and a bench-blast aerobic class.

Lockheed Employees' Recreation Club

in Burbank, California, joined forces with three other Lockheed locations and offered cholesterol screenings and blood pressure checkups, fun walks with free snacks and commemorative awards/door prizes, and educational seminars.

Bull HN Information Systems

in Billerica, Massachusetts, organized an entire week of events designed to interest employees in fitness programs and increase general awareness of health and wellness. All five major Massachusetts locations were involved. Fitness coordinators, the Employee Activities Committee and Medical Services planned these activities.


Activities common to the five

Bull facilities included literature displays, group fun walks and informational seminars. The Billerica location also featured aerobics classes, morning stretch breaks and drawings for prizes.

Orchard Supply Hardware in San Jose, California, set up a "par course" in the parking lot. The course involved a series of exercises at each station. Employees did jumping jacks, ran in place, did sit-ups, shot basketballs and did one push up. Employees who completed the course were treated to a free salad bar lunch. Everyone who participated really enjoyed the activity.

The Clairol Employees' Activity Club in Stamford, Connecticut, held a week of health and fitness activities. On Monday, employees could have their body fat tested and could take an aerobic fitness test. On Tuesday, the pool was open for free; Nautilus training and a racquetball round-robin tournament were featured. Wednesday was the big event of the week: The Clairol Fitness Walk. Thursday's activities, in addition to offering the same programs as Tuesday, included free postural exams. Friday was a day to celebrate. Employees could participate in a "Get into Condition Party" with music, food and raffles abounding.

Departments with the largest number of participants in the Fitness Walk were awarded plaques.

For more information on the National Employee Health and Fitness Day, contact the National Association of Governors' Councils on Physical Fitness and Sports, Pan American Plaza, 201 South Capitol Avenue, Suite 440, Indianapolis, IN 46225-1072, (317) 237-5630. 

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The legal ramifications for employers and their employees in dependent care programs can best be discussed by looking at the requirements for one person to sue another person successfully. Let's start with the legal jargon and then take each element, break it down into plain English, and see how it relates to employer-supported dependent

care.
If an entity

Employer-Supported Dependent Care

(corporation or individual) has a duty to another and there is a

breach of that duty (negligence) that is the proximate cause of damages, then the injured party has a successful lawsuit. Let's look at this law school "formula" in terms of plain language and how it relates to dependent care.

Duty

In the absence of a law, regulation, contractual duty, or special relationship (such as a parent and child) in the United States, normally one person has no duty towards another person. A classic example would be if you are walking by a lake and see a stranger drowning, you are under no duty to act to save that person.

Let's assume, however, you decide to attempt to save that person. Once you start to save that person, you are under a duty reasonably to continue your efforts. The reason the law has created a duty here is, once you undertake to save the person, other people who might have started to save the person might not do so.

In terms of duty, the same reasoning applies to employer-supported dependent care centers. Of course, if there is a requirement under law or regulation to provide such care, it must be provided. Further, if a contract, such as a union

contract, requires the employer to provide dependent care, it must be provided. The duty has been created. Without a requirement for the employer to provide dependent care, once the employer does provide dependent care, a duty has been assumed and continues until it may reasonably be discontinued without undue harm to those benefitting from it. If the employer has a dependent care center, that employer has a duty to the people being cared for and the third parties who entrust that person for care. Obviously, employees working in the center have a duty, too.

Negligence

The next step in the formula deals with a breach of duty, or negligence. Once the duty exists, it must be carried out properly. A standard of care is applied to determine whether or not the employer lives up to the degree of performance the law requires. The standard of care may be that of a reasonable person, or it may be a higher standard of care, such as that of a reasonable parent. Many times, teachers are placed in a situation where they step into the parent's shoes and must care for their students to the same extent a reasonable parent would. A higher standard of care will probably apply to the very young being cared for, to the disabled, or to the very old.

Negligence may come in many forms, such as a facility that presents hazards including poor equipment or even poor air quality. Especially important is carefully monitoring hiring practices and employees. An employer may find itself liable not only under the doctrine of respondeat superior (vicarious liability), but also for being actively negligent in hiring an unqualified person. The person in charge of dependent care should have the necessary academic and practical

Liability exposure is a concern for many who operate, or are considering operating, an on-site dependent care facility. Here is a discussion of the issues.

by Cody B. Bartlett, J.D.

qualifications and obviously should have no history which indicates s/he could not care for those entrusted to him or her. Further, employees must stay apprised of changes in reasonable care.

Program plans must be carefully prepared, documented, and adhered to. It is crucial to keep careful records to show the reasonable attempts of the employer to ensure the dependent care operation is being run negligence-free.

Remember, though, records are a two-edged sword: They can cut for you or against you. The proposed substance and form of any business records should be reviewed by an attorney to make certain they do not create a written record which establishes the negligence of the employer. Business records kept in the ordinary course of business generally will be admissible in a court proceeding. Also, almost anything can be used to help a witness remember during courtroom testimony (refreshing recollection). Finally, any admission of negligence, written or verbal, generally will be admissible in court against the party who made the admission. As you can see, business records and other documents are a very potent force to be dealt with in a potential court proceeding.

Cause of Injury

What does all this lawyer talk about proximate cause mean? It means generally the negligence more likely than not caused the damages. The purpose of requiring proximate cause as part of the formula for liability is to remove elements too remote to be considered reasonably to have caused the damages. For example, let's assume you run through a stop sign on your way to work. After running the stop sign, for the next five miles you drive properly. At that time, you are involved in an accident with another vehicle. If you had not run the stop

sign, you would not have been in the place where the accident occurred at the time it did. Are you liable for the resulting damages? The answer should be, although you were negligent in running a stop sign (negligence per se), your negligence was not the proximate cause of your hitting another car or being hit by another car. Obviously, a more extreme example would be to allow someone to sue your parents because they had you as a child and if they had not had you as a child, you could not have been involved in the accident. It is not always easy to determine the proximate cause, but some things are just obviously too remote in time or relation to be considered the proximate cause.


The same principles apply for dependent care. The employer and its dependent care employees will not be held legally liable for damages resulting from negligence to people in the dependent care program, unless the negligence is the proximate cause of those damages. In other words, the dependent care program may be negligently operated and there may even be damages, but unless the negligent operation caused those damages, there will be no liability imposed upon the employer and the employees in the dependent care facility.

Damages

The last item of the formula is damages. Damages can be special in terms of actual dollars and cents lost, such as for medical treatment; or they can be general, such as pain and suffering. Assuming a duty, assuming negligence and assuming proximate cause of some injury, unless there are damages the law recognizes, it makes no sense for the injured party to sue. Nothing can be gained. This illustrates how helpful it is to have insurance coverage which provides medical payments for injured people covered by the policy, so the incentive is removed to bring

legal action for comparatively small claims. As long as someone does not have to pay medical expenses out of his or her pocket for any injuries, there would be no reason to sue unless there were other provable special damages or some sort of extreme situation involving pain and suffering. Most medical payments provided by insurance companies, of course, provide only for several thousand dollars of coverage.

Conclusion

There are substantial legal ramifications for employer-supported dependent care facilities. In fact, the very words "dependent care" indicate somebody is assuming some responsibility in these operations. The prudent employer and the prudent employee working in dependent care centers are well advised to be cautious to make certain they adhere to accepted statutory and regulatory standards and also to standards in the industry. 

Cody B. Bartlett, J. D., is an attorney practicing law in Upstate New York. He is also an officer and director of Fitness Risk Management, Inc., located in Denver, Colorado.

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In the past ten years or so, a new and different vacation option has become increasingly popular. Whitewater rafting is a fun, safe and unique adventure. Each time you are on the river is different than the last, due to changing water levels, different guiding styles and, of course, the reactions of your fellow passengers. Rafting is a welcome change from crowded beaches and

Whitewater Rafting

noisy
amuse-
ment

parks. A peaceful float through the scenic mountains or a fast-paced course can give you a whole new perspective on West Virginia.

will demonstrate to their crew bracing techniques in the raft, paddling techniques and safety procedures. Each guide will do his/her best to individualize the trip to your group's preferences.

As you start your trip, you will be amazed by the beauty and tranquility of the surroundings. As you journey downstream, you will hear the roar of an approaching rapid. You grip your paddle nervously and settle down for your first rapid. Your guide will skillfully negotiate the rapid to give you the safest, wildest ride possible. The thrill of whitewater rafting must be experienced to be understood. It is best described as a wet, roaring, day-long roller coaster ride, but even this does not do it justice.

Setting the Scene

It is 8:00 a.m. on a beautiful summer day and you are a little nervous and a lot excited. You are undertaking your first whitewater rafting trip. The trip starts at an outfitter's headquarters where you will be welcomed. One of the first people you will meet is your trip leader (TL) for the day. The TL is in charge of getting your trip together and down the river. Your TL will assist you with getting checked in and registered.

After your group is checked in, the TL will discuss safety equipment and procedures with you. You will be assisted in choosing and adjusting a life jacket to fit you. The state laws require you to wear a Type V life jacket all the time you are on the river. Helmets are provided by some outfitters—this varies by company.

Once you are properly outfitted, you will board the bus for your ride to the river. On the trip, the TL will entertain you with some stories of local interest, some true and some not. The listener must decide.

When you arrive at the river, your guides will be waiting with the rafts rigged and ready to go. Each guide

Rapid Variations and Precautions

Before starting your raft trip, you need to make a few decisions. There are different sections of the river available for different people. The New River has a mellow section which runs to only Class II rapids (see the chart on page 42 for a description of the classes and skill levels involved). This is a nice family-type trip. Most trips have an age requirement; in this case, the requirement is around six years old. The New River has a more challenging section which runs Class V whitewater. This is a little more adventurous trip, so the age requirement is 12.

If the New River sounds a little tame to you, you will want to try a trip on the Gauley River. The Lower Gauley is similar to the New River, with Class V rapids and an age requirement of 14. The Upper Gauley is one of the most challenging whitewater sections in the East, with Class V+ whitewater and over 50 rapids. It is a

A description of this exhilarating experience in West Virginia's rivers.

by David L. Cline

continuously fast section of water, where most outfitters recommend at least one trip on an easier river first. Here, the age requirement is 16.

Before undertaking a trip, your group should consider their health and abilities. A day on the river can be strenuous, depending on the section. People with heart conditions or other medical considerations will want to discuss their plans with a doctor first.

Trip Options

As the sport of rafting has gained in popularity, so have the options. More outfitters are offering a variety of trips, varying in length from four hours to two days. Outfitters now offer full-day scenic floats and half-day challenging whitewater adventures.

You may choose horseback riding along with your trip. You can ride down to the river and then raft. You may also raft and then ride out of the gorge on horseback. Trips may also be set up with camping on the banks of the river along with horseback combinations.

You may also be interested in a funyak trip. A funyak is a one person inflatable kayak. Trips are available on some sections of either river throughout the year.

Season

The time of year is a consideration in planning your trip. The Gauley is only run at higher flow in the fall. This is possible when the Army Corps of Engineers lowers Summersville Lake to winter pool levels. This makes room for storage of winter and spring runoff for flood control. It also creates some of the wildest rapids you will ever experience. Early spring is the time of year for big water, when the snow melts and rains combine to flood rivers and make some raging rapids.

Most outfitters offer trips starting as early as March. Summer generally brings lower flows to the rivers, but more variety.


Reservations

As soon as you have set a date for your trip, call an outfitter and make reservations. Each company is limited in the number of people it can accommodate. Advance planning is necessary for a trip. The outfitter needs to prepare lunches, have the guides ready and enough rafts available.

Outfitters are more than willing to assist in planning your trip. Simply call them and tell them what you want. They can arrange meals, lodging, camping and other activities besides the river trips. The outfitters try to make your trip as hassle-free as possible.

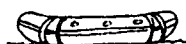
Conclusion

Whether you're casually floating down a river or experiencing the thrill of a raging course, whitewater rafting trips can be a welcome change from typical group vacations.

Make sure to consider the health and physical fitness of your group when discussing options with your outfitter. Your outfitter can tailor a West Virginian whitewater rafting trip to your group's lodging, activity and meal interests. Outfitters also provide all necessary equipment and instructions. All you need to do is set the date, make your plans with the outfitter—and enjoy the adventure. 

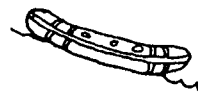
David L. Cline is river operations manager for Mountain River Tours in Hico, West Virginia.

RATING SYSTEM



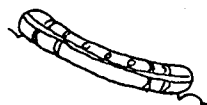
FLOAT TRIP SCENIC

Upper New River
No Experience Required
Class I-III (mild) rapids, long flatwater pools



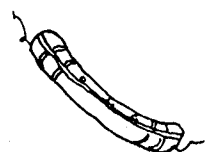
NOVICE

Lower New River — Summer Levels
Nolichucky/French Broad
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Class III-V Rapids



INTERMEDIATE

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Class III-V — Rapids



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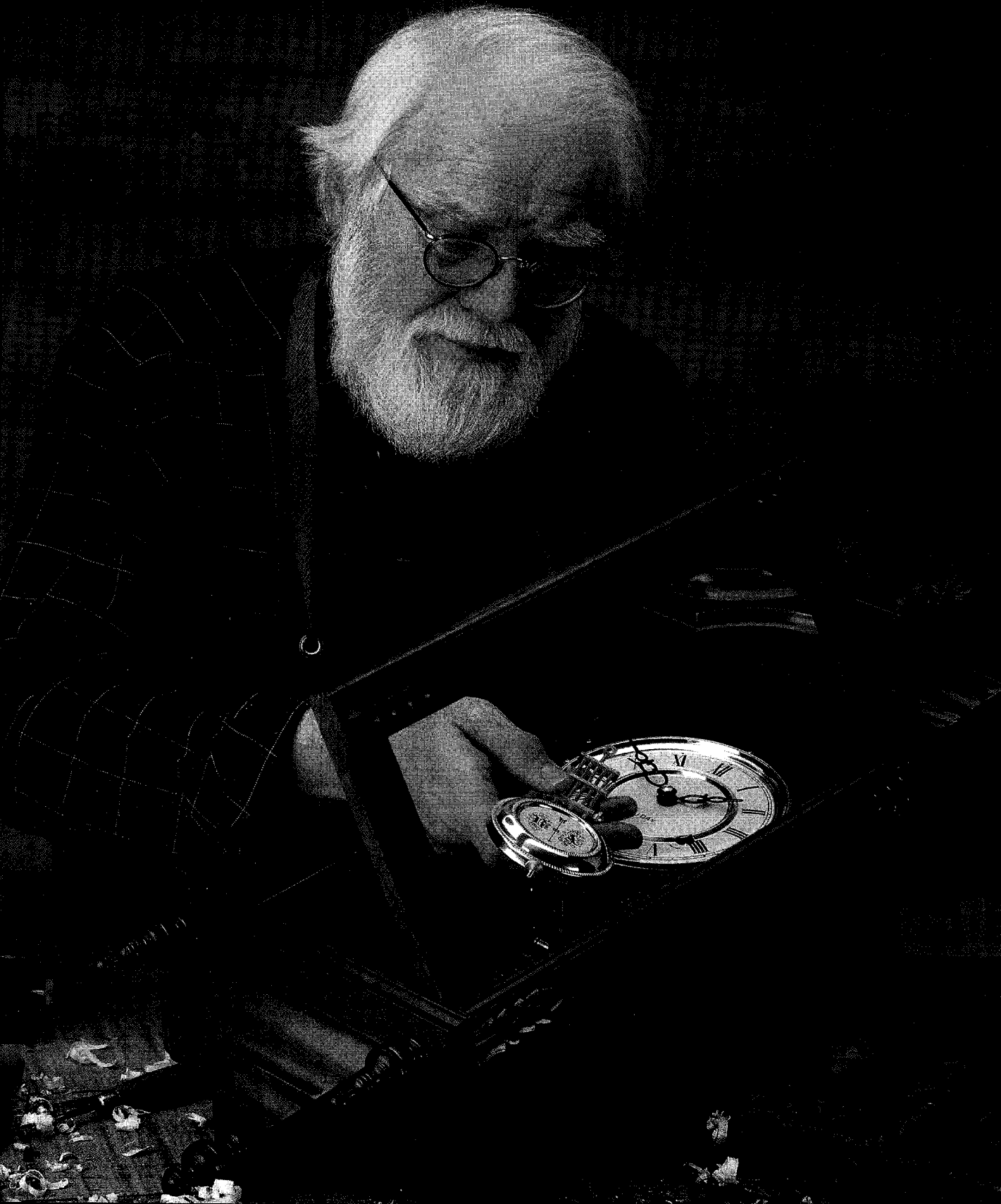
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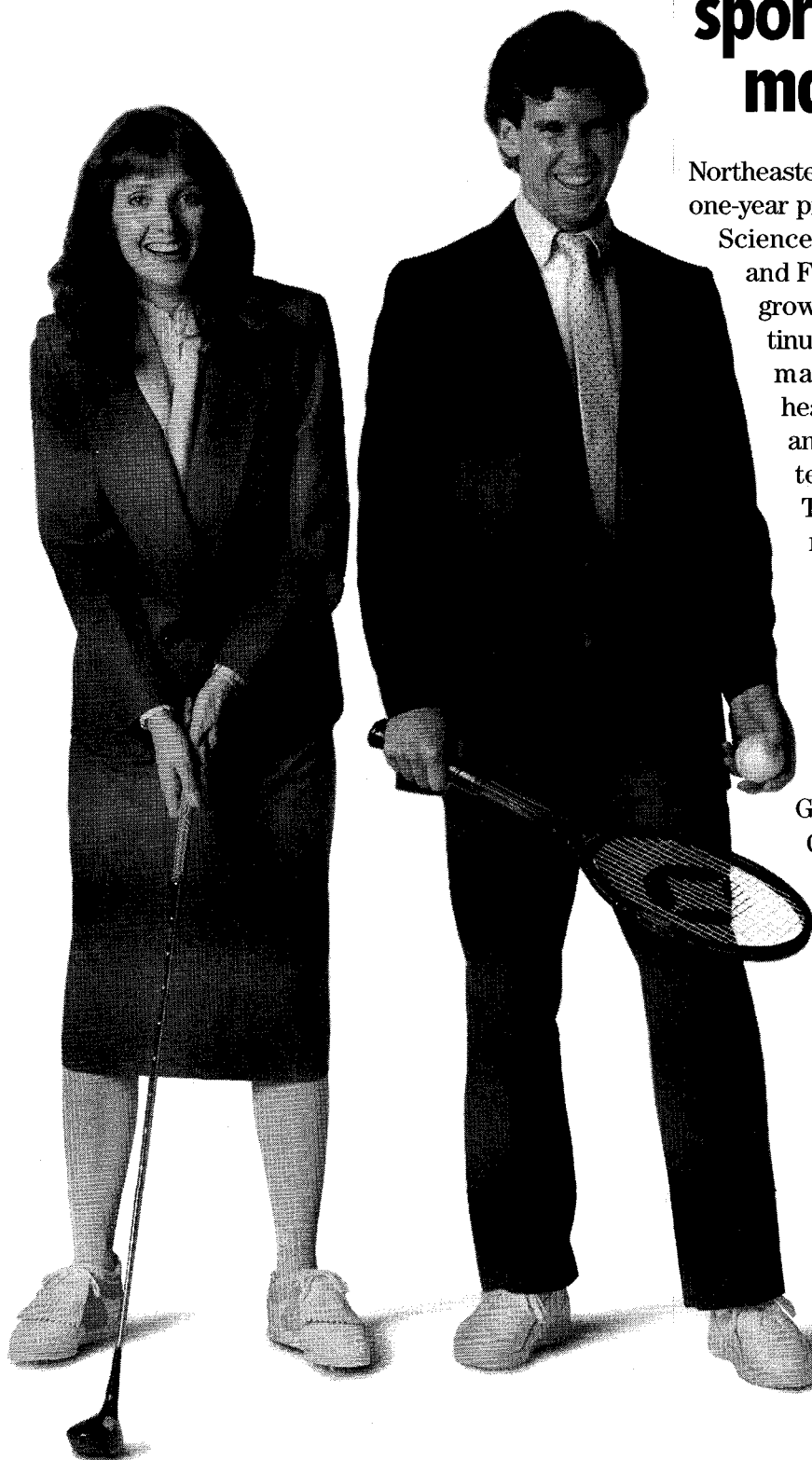
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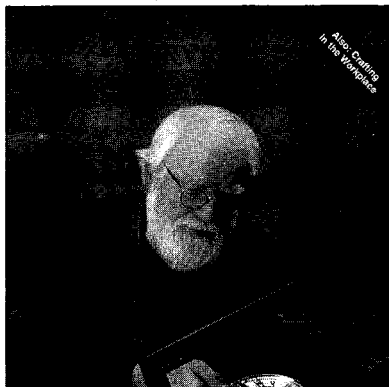
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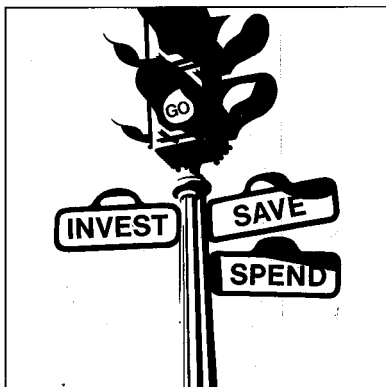
NESRA SCRAPBOOK

“It seems to me that our Association is unique in one respect, which could be described as the “cafeteria system,” meaning we have a great variety of interests to choose from, and management puts no restrictions on the employees or limits them to the number of activities. These activities cover a sufficient area to appeal to the Ph.D. and to the mailroom clerk. The fact that 99 percent of our employees belong to the Association indicates its acceptability. Our Activities Association has gone a long way in the blending a heterogeneous group of employees into a harmonious working force.”

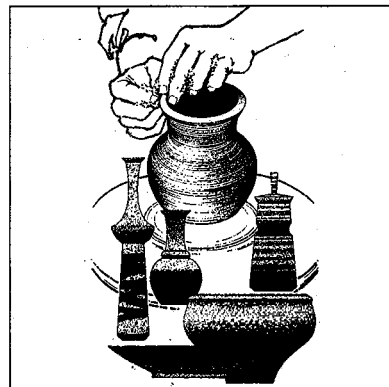
—from G. M. Read, chief engineer, engineering department, E. I. duPont de Nemours and Co., as published in *Recreation Management's* “Top Management Speaks” department, February, 1959.



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EMPLOYEE SERVICES MANAGEMENT

VOLUME 34, NUMBER 3

APRIL, 1991

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by Elizabeth G. Sweigart, CESRA

Now is the time to evaluate your programming to see whether you are meeting the needs and interests of an aging employee population

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A discussion of the value of corporate-sponsored personal financial planning seminars

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The reasons you should establish and maintain craft clubs in the workplace

NESRA's 1991 Conference Exhibitor Listing and Floor Plan **22**

Member Success Profile **25**

Mochell Hughes describes why she is proud of her organization's employee services and recreation programming

Savings Tips

Companies are cutting corners any way they can to save money, reports *The Wall Street Journal*.

Travel, overtime and supply shelves are areas most affected. When employees of one store chain travel, they are only reimbursed for breakfast and dinner—not lunch. Car washes on the company are out. At one furniture company, overtime fell 25 percent in 1990 after competitive tallies were regularly sent to its 87 stores.

Other companies are cutting back on hiring outside consultants and providing evening car service. One New Jersey company asked its employees to reduce the number of copies they make and to rely on electronic mail more to help reduce paper costs.

Doctors Don't Preach Prevention

A majority of doctors don't preach prevention to their patients which may explain why so few practice a healthy lifestyle, reports *USA Today*.

Almost 4,000 internal medicine doctors were surveyed nationwide—about half in general practice, the rest specialists in areas such as cardiology and cancer.

Most doctors don't take the opportunity to teach patients how to prevent disease. This is important because the major causes of death are linked to preventable diseases and injuries.

More than 90 percent of doctors say they tell their patients to stop smoking. However, survey results printed in the *Annals of Internal Medicine* show the following findings:

- Sixty-five percent of doctors never counsel patients about wearing seat belts, including patients who have a history of drinking or being in car accidents.
- Over 50 percent don't encourage patients to exercise, including those who, without exercise, are at risk of developing heart disease.
- Twenty-five percent fail to advise patients to stop drinking alcohol, including patients with liver disease.

Another drawback is that a majority of patients who receive preventative tests, such as cancer screenings, have to ask their doctors for them. If doctors are not promoting these tests, fewer people will ask for them.

Doctors may not take the time to offer preventative services because most insurance companies don't cover these services. Doctors may not promote prevention because their schooling trains them to treat diseases rather than prevent them.

Younger doctors and those in general practice were most likely to teach prevention.

Schools In Session All Year

Educators say year-round school schedules will be making their way across the nation, reports *USA Today*.

A new study shows there's been a 40 percent increase in year-round schools in 1990-91 and the number will continue to increase.

The number of children on year-round schedules increased from 525,000 to 736,000. While only 2 percent of the total U.S. student population are on this schedule, educators think it's a national trend.

Students on the year-round schedule attend class for nine weeks

and then are off for three weeks instead of the traditional schedule consisting of going to class for nine months and being off for three summer months.

Educators say the traditional schedule no longer serves its purpose. It was created when children needed time off from school in the summer months to help on the farm.

They also say the traditional schedule harms the educational process because children regress when they are away from school for so long. They especially have trouble retaining mathematics. Children in lower socioeconomic groups tend to regress more dramatically than other children.

The states pushing for year-round schools are mainly those with little money and a big influx of students.

Schools going year-round grew by 211 in California in 1990-91, by nine in Utah, by six in Nevada, by three in Colorado and New Mexico.

Too Much Aspirin

Your ears can tell you when you're taking too much aspirin, says a rheumatologist at Stanford University Medical Center.

Dr. Ronald L. Kaye, clinical professor of medicine, says a ringing sensation in the ears may be a sign that an individual's aspirin dose is too large. If continued at that dose, loss of hearing could occur and be permanent.

"Patients, particularly elderly people who take relatively large doses of aspirin to reduce the discomfort of arthritis or other inflammations, are often unsure when they've had enough aspirin," says Kaye.

The good news, says Kaye, is that a lesser dose may be adequate for the condition. And it should relieve the ringing sensation, as well as potential related side effects such as a disoriented feeling, or the long-term risk of deafness.

"Aspirin is a great drug with many uses, says Kaye, but like anything else, too much of a good thing is no longer helpful."

Invisible Bar Codes

Check out lines in grocery stores may get quicker when packages carry a new invisible bar code, reports *Insight*.

The traditional blocks of black stripes, which are read by computerized scanning equipment, take up valuable surface space and

can be obtrusive on packaging.

To eliminate this problem, a Columbus, Ohio research company found a way to print an invisible bar code on all sides of packages. This will make it quick and easy for cashiers to scan the packages with an infrared sensor.

The new bar codes may be of special interest to companies that rely on packaging to sell their products such as magazine publishers and cosmetic manufacturers.

Travel Precautions

While traveling during these times of unrest, practice safety. *Corporate Travel* offers travelers these safety tips:

- Protect your airline tickets and keep your baggage under your

control at all times.

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Etiquette Seminars

Good manners leads to good business, according to *Meeting News*.

Realizing that a faux pas can cost a company clients, some companies

are asking experts of corporate protocol to speak at conferences, training sessions and seminars.

A combination of factors have brought attention to improving manners. In a global economy, bad manners can have a devastating effect on international communications. Changing workforce demographics bring up the concern for practicing proper etiquette. Some companies wish to address the issue simply because employees are interested in it and others do so because they wish to enhance employees' polished images.

Employers are realizing valuable employees have more than technical skills. "Growing and developing your people is not just limited to their technical skills in the company; it's personal skills that will make them function better in every environment they're in," explained one director of sales and marketing.

Some companies view their employees as company representatives whether they are on company time or personal time. These companies want to be sure employees are presenting a proper image at all times.

With women's roles changing, men are confused as to what behavior is acceptable. Before, women expected men to open doors for them, but now some women are offended by this gesture. Etiquette sessions can help men and women sort out appropriate behavior in business and social settings.

Those wishing to provide etiquette seminars must present the seminars in a positive, non-offensive way to encourage participation.

Dining Solo

Thanks to a new book, it soon may become less awkward for business travelers, single parents and others to dine alone, according to *Meeting News*.

Solo Diners: The Untapped Mega-Market of the 1990s, by Marya Charles Alexander, tells restaurateurs how to make single diners feel more at ease. Instead of asking, "Are you dining alone?" hostesses may ask, "Are you dining with the bartender?" Then s/he can seat the customer at the counter. Other restaurants are teaching their staff to watch for male customers aggressively approaching single women. The staff member will usher out the uninvited party.

Alexander believes customers dining alone should receive equal treatment to those dining with others.

Amateur Athletics

Many top-level marketing executives at Fortune 500 companies believe amateur sports today are a

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good buy, according to New York University.

Results of a survey conducted by New York University sports marketing students under the direction of Dr. Terry Furst in his course "Research in Sports and Event Marketing" indicate that companies in New York City, traditionally a stronghold of professional sports, may be looking to amateur athletics for new sponsorship opportunities.

The survey, commissioned by the New York City Sports Commission, focused on the opinions of executive marketing decision makers on the benefits to be gained from sponsorship of amateur sports in the greater New York area and, more specifically, on their views concerning the U.S. Olympic Festival.

The goal of the survey was to determine the attitudes of corporate

marketing executives towards the sponsorship of amateur and Olympic-style sports events in the New York area.

One of the major findings of the survey is that 37 percent of the senior marketing executives see a definite increase in the sponsor benefits of amateur sports. More than 70 percent of the companies surveyed said they had sponsored amateur events within the last year.

Normal Aging Linked To Abnormal Cells

Some of the elderly's most common health problems, from constipation and stomach upset to irregular heart rate and impotence, may stem from a buildup of lesions that occur naturally with age, say

researchers at Washington University School of Medicine in St. Louis.

The lesions, which Washington University scientists, Robert E. Schmidt, M.D., Ph.D. and Kevin Roth, M.D., Ph.D., have described and characterized in detail, for the first time, are in the nerve cells of the autonomic nervous system. The autonomic nervous system regulates body activities that typically operate below our level of consciousness—digestion, heart rate, blood pressure, temperature regulation and urinary and sexual function. The lesions, which occur in all individuals and accumulate with age, bloat nerves and interrupt the system's ability to communicate and function. The team hopes this discovery will lead to the development of medications to counteract problems associated with autonomic dysfunction.

Schmidt and Roth studied autopsy

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results of 56 patients age 15 and older. Despite differing causes of death, all subjects showed similar autonomic nerve abnormalities. The abnormalities became more pronounced with age, particularly in those over 50 years old and were more prevalent in men than in women. The scientists focused on nerve cells within the autonomic nervous system that are not routinely examined because their location makes them difficult to biopsy.

They haven't yet discovered the cause of the lesions, but they have found a marker, neuropeptide Y (NPY), which identifies a subpopulation of nerve terminals that becomes diseased or abnormal. NPY is instrumental in the transmission of signals within the autonomic nervous system, and is one of approximately 25 neuropeptides that aid in a communication in the nervous system. Schmidt and Roth studied 10 different neuropeptides specific to the sympathetic ganglia—the nerve cells of the autonomic system—and found only NPY to be flawed. Scientists have known about NPY for

several years, but its function at this particular site remains a mystery.

Motor-Vehicle Accidents Reduced

Between 1912 and 1989, motor-vehicle deaths per 10,000 registered vehicles were reduced 94 percent, from 33 to about two, according to the National Safety Council. In 1912, there were 3,100 fatalities when the number of registered vehicles totaled only 950,000. In 1989, there were 46,900 fatalities, but registrations soared to 193 million.

The 1989 mileage death rate was the lowest rate on record. Mileage data were not available in 1912. Here are the 1989 statistics:

Death	46,900
Disabling injuries	1,700,000
Cost (in billions)	\$72.2
Motor-vehicle mileage (in billions)	2,082
Death rate per 100,000,000 vehicle miles	2.25

Registered vehicles in the U.S.	193,045,000
Licensed drivers in the U.S.	164,912,000

Promising Future for Leisure

In the 21st Century, Americans will be preoccupied with leisure time, reports *American Demographics*.

The main contributor to this increased value of leisure is a "crack in the work ethic."

Americans already place a higher priority on leisure time than on work time. Add increased job dissatisfaction, limited promotional opportunities, conflicts between worklife and homelife, and an older workforce, and you've got an increased demand for leisure from an unusually affluent market. Those with little time for vacations will be willing to pay a premium for the relaxation they desire.

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ES&R for an Aging Workforce



As the median age of the workforce continues to rise, evaluate your ES&R program offerings to make sure they meet the needs and interests of an aging employee population.

by Elizabeth G. Sweigart, CESRA

As the average age of the workforce increases because of the aging baby boom generation, employers will need to adapt to the needs of a more mature workforce in the next few decades. Between 1990 and the year 2000, for example, the 50 and older age group will grow by 18.5 percent, to 76 million people.¹ According to the Social Security Administration, since 1900, life expectancy at birth has increased by 26 years. Today, 80 percent of 20-year-olds will live to age 65. In the next

half century, life expectancy at age 65 is projected to rise by another two years, and at age 85, by another one to two years.

The baby boomers (those born between 1946 and 1964) are getting older. In 1996, the first baby boomer will turn 50.² By 2039, the youngest baby boomer will turn 75.³ Between July 2008 and July 2009, 3.5 million people will celebrate their 62nd birthday, as the first baby boomers pass this milestone. That's 37 percent more than

in the previous year, and 63 percent more than in 1990.⁴

Presently, most people retire around age 62.⁵ However, even after retirement, approximately one third go back to work for an average of two or more years.⁶ Economic incentives could push the average age of retirement up as much as seven years. Despite delayed retirement plans, the boom will continue for several decades and peak around 2020.⁷

In the 21st Century, Americans will become preoccupied with leisure time—not just because of a supposed crack in the work ethic. A majority of Americans already believe their leisure time is more important than the time they spend at work. Because a large share of the population will be in their peak earning years and because many older workers delay retirement, the leisure industry will benefit from an unusually affluent market.

By the year 2000, America's economy will be more information-driven than ever before. The 50 and older age group of tomorrow will be more educated, more computer literate and more informed than any other previous generation of the mature.⁸

How do you, as an employee services and recreation manager, meet the needs and interests of an aging workforce? Consider the following activities.

Wellness Programs

At the beginning of the 21st Century, the mature market will be especially drawn to leisure activities that enhance well-being. Workers will continue looking for invigorating and entertaining activities.⁹ Remember, the baby boomers are the generation that “created” the health-food and exercise industries.¹⁰ They're not going to enter the “second 50” years of life gracefully. They have already created an ever-growing demand for health and fitness programming.¹¹

Americans have become aware of the danger certain habits and behaviors pose to their health and many have begun to do something about it. For example, many people are exercising regularly, making prudent dietary choices, quitting smoking, learning to cope with stress, and controlling high blood pressure—all of which can reduce the risk of strokes, heart attacks and some kinds of cancer. We already know good health habits help people avoid illness, feel better and have more energy for work and leisure activities.

*At the beginning
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Offer programs to fit a wide range of abilities. An aerobics program is an excellent activity, since it can be geared to the ability and interests of almost any age group. Make sure you hire a fully certified aerobics instructor to conduct the sessions, one who keeps up with the latest techniques and is aware of the safety concerns of older employees.

Du Pont in Wilmington, Delaware, recently purchased the Du Pont Health Horizons Fitness Facility, designed to provide employees with safe, comprehensive, quality programming and services to help them achieve their fitness goals. After completing a physical fitness assessment, test results are viewed and a personal fitness program is developed. The facility is staffed

with experienced, well qualified exercise physiologists, fitness specialists and health educators who are available for consultation, encouragement and support.

Travel

Employee travel is another area you can adapt to the needs and interests of an aging employee population. By providing group travel programs, the hassle of airport and hotel check-ins, etc. is taken care of. Look into programs that are both educational and fun. Having a higher level of education than their predecessors, group travelers today will want to know the “why” and “how” behind what they see.¹² Travelers look for new experiences. Rely on a reputable travel agent for advice on choosing from a plethora of travel options.

Restaurants, hotels, airlines, cruise lines, tours, resorts and theme parks are among the groups which have already begun to target the increasing market of an aging population.¹³ Time-constrained vacationers will be willing to pay for the relaxation they crave. They will also be an excellent market for shorter vacations, or “wellness weekends.”¹⁴

If you plan retiree travel programs, try to find programs that provide or arrange for services which assist in care-giving while “on the road.” Be aware of any special dietary needs, provide better sound and lighting systems and have first-aid and medical help readily available.¹⁵

It makes sense to carry wellness programming into vacations and weekend trips—these also promote a sense of well-being.

Preretirement Planning

A preretirement planning program is essential for today's workers. The 41 million prime-of-lifers, today aged 50 to 64, will need to plan for a retirement that could last over 30 years.¹⁶ Planning should be done as far ahead of the planned retirement date as possible.

One of the major concerns of tomorrow's retirees will be money management. At the dawn of the 21st century, older Americans will be a huge market for businesses that can help them save and manage money.¹⁷

A good preretirement program should encompass everything from mental and physical health to understanding benefits and good financial planning. As a start, contact a reputable financial planner in your area. A financial planner can give sound advice to your employees on estate planning, tax planning, investments and so forth.

Educational Programs/ Hobby Clubs

Baby boomers are already practicing the belief that learning is a lifelong activity, not something that ends in early adulthood.¹⁸ Education is a necessary component of a well-rounded wellness program. Du Pont's "Health Horizons" program was developed to teach employees more about health and assist them in taking action to improve it. The program encourages self-help and makes special group activities more accessible on-site and in the community.

We conduct programs throughout the year on a host of topics relevant to all employee age groups. Programs include Diabetes Education, Heart-Healthy Cooking, Building Stress Resistance, The Lowdown on High Blood Pressure, A Cholesterol Campaign, Focus on Fat, Food Safety and Handling/Packaging, Rabies/Lyme Disease, Alcohol, Dental Health, Alzheimers, Arthritis and more. If you do not currently have an education program in place, it is easy to implement one. There are any number of programs available from the local American Cancer Society chapters, the Diabetes Foundation, the American Heart Association, etc. There is usually no charge for their presentations. They can be presented as "brown bag" lectures in the lunchroom or as formal seminars, depending on the length of the program and employee interest. You can also conduct programs off-site.

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Try to encourage self-development via hobby clubs by offering classes in areas of employee interest: Art, bridge, dancing, photography, etc. Contact your local Ys for teachers, or advertise in your employee bulletin. You might have a willing teacher at the workplace.


Employer Benefits

Employers will benefit from keeping the workforce healthier and happier. A happy employee is "contagious" and helps improve the overall morale of his/her fellow

workers—and, a happy employee is usually more productive. By providing stress-reducing leisure time activities, you are contributing to the well-being of all employees.

Some other benefits to employers are a reduction in medical costs and less time off for illnesses.

Conclusion

The median age of the workforce will continue to rise as the baby boom generation ages. It makes sense, then, to evaluate your ES&R program offerings to make sure they are beneficial for and meet the interests of an aging employee population. Look to programs that will satisfy both of these requirements. Take a poll to get employee opinions on programs they would like to have. Above all, keep your eye on the demographic changes as they occur. Businesses that understand these changes and prepare for the new needs of an aging population will profit.¹⁹ You can help make that happen. 

Elizabeth G. Sweigart, CESRA, is social director for the Du Pont Country Club in Wilmington, Delaware.

FOOTNOTES

^{1, 8-19} Jeff Ostroff. "An Aging Market: How Businesses Can Prosper," *American Demographics*. Vol. 11, No. 5, May, 1989. pp. 26-33, 58-59.

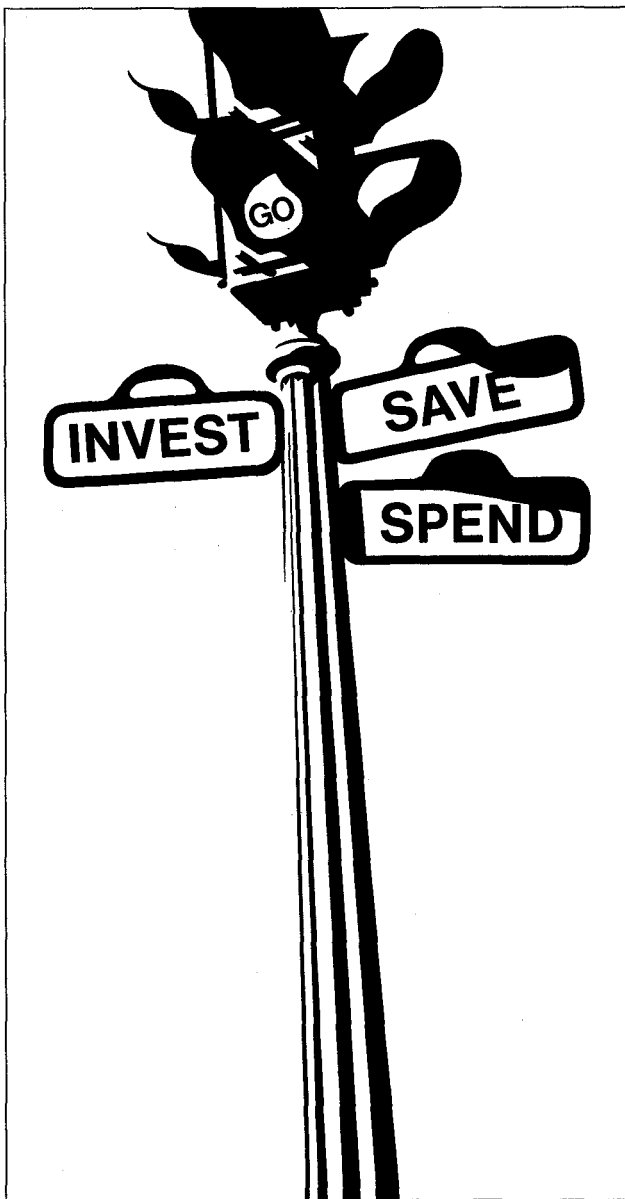
² Horace B. Deets. "Hail Boomers: The Future Lies Ahead!" *Modern Maturity*. December, 1990-January 1991. p. 11.

^{3, 4, 7} Judith Walthrop. "You'll Know It's the 21st Century When..." *American Demographics*. Vol. 12, No. 12, December, 1990. pp. 22-27.

⁵ Cheryl Russel. "The Not-Yet-There Market," *American Demographics*. Vol. 11, No. 8, August, 1989. p. 2.

⁶ "Retirement: What He Can Expect," *Modern Maturity*. December, 1990-January, 1991. p. 88.

Giving Financial Direction



Why should and how can employers offer objective money management education for their workforce.

by Gary Tagtmeier, CPA

Most large employers have been providing financial planning services for top level executives for many years. In many cases, it costs thousands of dollars per person each year. The justification for this expenditure is that these people are not as productive if they spend time and energy worrying about money. Oftentimes, they are not completely focused on their job. Providing financial planning gives them the feeling of a secure financial situation and allows them to concentrate on their work. This security is critical to gain the utmost in productivity from executives.

However, personal money management issues affect not only top level executives. Money concerns have an impact on everyone's productivity. In fact, money issues probably affect nonexecutives more because those employees usually do not have the same financial resources to work with. For either group, it is difficult, if not impossible, to quantify the company's bottom line return on investment from providing a financial planning program.

Quantifying the company's savings from providing this type of program, however, should not be necessary.

To a great extent, changes in benefit plans over the last 10 years are a major reason why employees feel insecure, confused and need help with financial planning. Employers have been reacting to rapidly rising benefit costs. Many are searching for ways to cut benefit costs. Takeaways, giveback programs and termination of pension plans are common at a time when employees are hoping for more help from the employer.

Additionally, benefit changes have created confusion for employees because there is now a wide array of benefit options which require choices. In most situations, these are decisions employees have never had to make before. Now they must think about flexible benefit programs, choosing among 401(k) participation and options, early retirement incentives and replacing former pension plans with personal savings.

In addition to corporate changes, from a personal standpoint, employees at all levels must deal with some or all of the following financial issues:

- How do I set financial goals (such as a child's college education or buying a home) and know whether or not I am meeting those goals?
- How are taxes and inflation affecting my goals?
- How can I stop living from paycheck to paycheck?
- How do I implement a simple detailed budget?
- What do I do if I'm in financial trouble?
- How do I know my level of conservatism?
- How do I know which investment objectives are right for me?
- Will I have enough money to retire on?
- How can I restructure some of my investments to increase cash flow in retirement?
- Will I outlive my assets?
- When should I begin planning for retirement?
- What is estate tax planning?

Combining benefit changes and the above list of personal financial issues, it is easy to see why many employees are confused, concerned and feeling extremely insecure. Although unquantifiable, it's obvious employee productivity is affected by these issues.

Although enhancing work performance is a major reason to provide a financial education program, there is another simple, yet important, factor: The company can express true concern for nonexecutive employee welfare. Besides, most companies are already doing it for top level management.

In these times of benefit changes and low to moderate salary increases, employers can teach employees how to get more out of what they earn. The pressing question today is not "What is my take home pay?" but rather "What is my take home pay doing for me?"

Against this background of corporate change and personal uncertainty, most employees are ill-prepared to make such decisions. Most never receive a basic financial education during their academic years, even at higher levels of education. Because of this, it is easy to see how

these changes and choices can affect productivity.

Going beyond these issues, we need to look at the current financial environment employees must deal with. Where personal finances are concerned, people live in complex and confusing times. A veritable hurricane of fiscal change is blowing, and for most people, it is an ill wind. Even the experts are having trouble keeping up.

Consider some of the changes which have affected us. We have seen widespread financial industry deregulation. Granted, deregulation has affected many industries, such as airlines, trucking, natural gas and telecommunications. However, the Monetary Decontrol Act of 1980 drastically changed the landscape of the financial services industry.

Congress' intention was to encourage the various financial industries to compete more aggressively with one another. From the consumer's standpoint, this competition has led to utter confusion.

Banks now provide insurance and mutual funds, stock brokers provide savings accounts similar to bank accounts, and insurance companies provide products similar to investments. Add to this dilemma individuals who refer to themselves as financial planners who provide all or some of the above and we have a confusing industry for consumers to deal with. For the average individual, it is hard to tell who does what for whom.

Adding to this confusion, employees have seen traditional, reliable financial institutions fail in numbers too big to comprehend and one Wall Street scandal after another. Their confidence in financial institutions in general may never have been lower.

From the political landscape, we hear of huge amounts of debt at every level of our society. Additionally, many feel we have a Social Security system which will not be there when it is needed. Additional uncertainty is created by sweeping tax law changes, which experts still find difficult to understand. And, those rules continue to change.

The Process

The term personal financial planning has been used, misused and abused, ever since the deregulation of the financial services industry in 1980. It is important to understand financial planning is nothing new. People have been doing it unconsciously for years.

The most critical step in financial planning is for people to set short, medium and long-term personal financial goals. A short term goal is anything an individual might want to accomplish within one to four years. Medium term tends to be five to 10 years and long term goals tend to be beyond 10 years. An easy way to keep track of whether or not you are meeting those goals is to have separate savings accounts or savings vehicles for each goal. Most employer benefit packages allow

employees to save money through a variety of forced savings methods.

After setting goals, individuals must then coordinate the four major categories of legal, tax, insurance and investment decisions as they relate to their goals. Ten simple steps will help coordinate financial goals with the four categories:

- Collect relevant financial data.
- Review ownership of properties between family members.
- Determine where your money is going after you die: Plan for the transfer of assets by gift, trust or a will.
- Maximize legitimate reductions in income, estate and gift taxes.
- Identify goals and objectives.
- Save more money.
- Plan for anticipated future needs by formulating a written plan of alternatives.
- Implement your plan.
- Prepare family members to perform certain financial planning functions which will eventually be their responsibility.
- Periodically review and update your financial plan.

As you can see, there is nothing new to the process of financial planning. Most people have been doing some or all of these steps for years. The important thing is to encourage employees to take the initiative to begin the process.

After understanding the financial planning process, individuals must then work with the appropriate financial advisors. There is no one individual who can be an expert in the four disciplines (legal, tax, insurance and investments). It is critical to work with professionals who can satisfy the individual's particular needs.

It is important to ask two questions of any potential financial planner or counselor. The first is, "What is your background?" This is important because a person with an insurance background, for example, may have a slant toward that particular product.

The second question is, "How do you make your money?" This is important because some charge an hourly fee for consultation. Others simply earn commissions from the insurance or investment products which they sell. Still others charge an hourly fee and generate commissions from the recommendations.

This second question is important because the various investment and insurance products offer different commissions to the individuals selling them. Some offer extremely high commissions, for example some insurance products, and others such as ultra-safe government securities, offer no commissions. It becomes difficult for financial advisors to be objective when their bread and butter can be affected by their recommendations. Advisors who work strictly on a fee basis can be more objective.

There is nothing wrong with asking an advisor about the various commission structures for the products recommended. This will indicate any potential conflict of interest in the suggestions.

Additionally, with the intense competition in the financial services industry, there are ways for individuals to obtain products, such as mutual funds, and save a lot of money in commissions. Explaining the financial planning process to employees can save them money, eliminate potential abuses and once again, show them a true concern for their overall well-being.

Financial Education

Financial education can be delivered either in seminars, home-study or a combination of these deliveries. Some financial planning is also offered through computer programs. However, a computer program cannot take into account how personality and emotions may affect major financial decisions.

One very effective educational approach is to incorporate topics relevant to employees in the same stage in life. Most people fall into the categories of either trying to save money, trying to invest or trying to plan how to retire on what has been accumulated and invested. Seminars and materials oriented to this approach allow individuals to target their specific needs.

It is important to make access to the seminars and materials as easy as possible. Lunch time or after-hour programs can be most effective. Inviting spouses to attend, when feasible, is also an important feature.

Seminars can range in length from one to seven hours per session, depending upon employee logistics. With quality support materials such as videos, audiocassettes and workbooks, a complete seminar program can be provided in a two or three hour session. The materials then allow the employee to complete the program at his/her own pace. A full-fledged seminar, covering all aspects of financial planning, could extend to 16 hours conducted in a series of sessions. This also needs to be supplemented with materials for employees to work through on their own.

It is also critical that the program shows how employer-sponsored benefits interact with the employee's personal financial situation. Most benefit packages offer choices, such as 401(k), that directly compete with products, such as IRAs, from the financial services industry. Comparing these alternatives and giving employees the tools to make their own decisions, communicates the value of these benefits. Because some benefits compete with the financial industry, it is important the education be provided from a source that does not sell investment products or services. Many organizations have allowed financial planners, investment

or insurance people to conduct seminars. The presenter's intent, however, is usually to obtain additional clients to sell their products and services to. Most employees do not appreciate this kind of sales pitch.

Additionally, an individual associated with a product or service will not give the employees the questions to ask or the methods available to find their competitors. Granted, offering a marketing opportunity for financial professionals is more cost effective for the company; however, this approach defeats the entire purpose of educating the employees.

A financial education program will not be the end salvation in managing one's personal finances. Most people will need some additional help. One of the purposes of the program should be to encourage individuals to seek financial advisors who specialize in certain fields related to their particular needs. This, once again, being legal, tax, insurance and investment professionals.

Because no one individual can be an expert in all of these areas, it is critical to determine what area the advisor has expertise in. Since deregulation, there has been a proliferation of professional designations in each of the four financial categories. Each usually corresponds to a different level of sophistication within that area. Regardless of designations, however, the two most important questions to ask a potential advisor are, "What is your background and how do you make your money?"

Employees should also look for financial advisors who take the "wholistic" approach to planning. This simply means that financial decisions don't just involve money. They involve many aspects of the individual's personality and family life. Individuals must be willing to share very personal thoughts and goals with their advisors.

Giving employees this starting point for the financial planning process and objectively indicating the additional help they will need are the main ingredients for a successful program.

Program Cost

An objective provider who does not sell investment products needs to charge for materials and time. To get the best results from a program, employers must be willing to invest in their people.

Seminar presentations can run from \$40 to \$220 per employee, depending upon the length of the seminar and the materials for each participant. Seminar materials can be as basic as a workbook. Home-study materials, including videos, audios and workbooks, could range from \$50 to \$150 per person, again, depending upon the combination of materials.

Compared to the cost of wages and other benefits, this can be an extremely inexpensive benefit with a tremendous positive impact on employees. In fact, for


some employers, the amount spent on financial planning for top-level executives would be sufficient to provide a complete financial education program for every employee in the company.

The following benefits which can be realized by both employers and employees are strong incentives to implement a financial planning program for all employees:

- Personal confusion and uncertainties can be eliminated.
- Employees can concentrate on their work and be more productive.
- The human resources department would not have to spend as much time answering individual questions.
- Employees would understand how their benefits relate to their overall planning and utilize them more effectively.
- Employees can gain an appreciation for and better utilize the investment vehicles offered by the employer.
- Employees realize improved morale because personal anxieties are relieved when employees know how to achieve specific financial goals.
- Employers generate goodwill by expressing genuine concern for employee overall well-being.
- Employers can introduce an innovative benefit with a lower per capita cost than most other fringe benefits that helps communicate the entire package to the employee.
- Employers enhance their recruitment efforts, reduce turnover and help eliminate employee fears of retirement.

Conclusion

Employees must realize corporations will not provide the "cradle-to-grave" benefits which have been provided in the past. Personal financial decision making will be a life-long process because needs change as people progress through their financial lifecycles. They must also be aware no individual or institution can make these critical decisions for them.

The current changes and confusion in the benefit area and the financial community have created a tremendous need to help employees objectively with the pros and cons of various financial alternatives. Employers, employees and our society at large will reap the rewards of a workforce that manages its personal finances more effectively. 

Gary Tagtmeier, CPA, is president of Financial Awareness® Institute in Oak Brook, Illinois.

Crafting in the Workplace



Seventy-seven percent of U.S. households have at least one member involved in a craft or hobby. Here are the reasons it behooves you to form special interest groups/hobby clubs in the workplace.

by Susan Brandt

The Hobby Industries of America's (HIA) 1990 Nationwide Consumer Survey tells us something that may take you by surprise. Seventy-seven percent of U.S. households have at least one member involved in a craft or hobby. (For the purposes of this article, the words hobby and craft will be used interchangeably.) This number compares very favorably to our 1988 results which then indicated a 65 percent household involvement.

Categories covered in this demographically projectable mail survey of 4,524 households include such leisure time activities as needlecrafts, painting/accessorizing, floral crafts, cake decorating, woodworking and ceramics. It does not include physically active leisure time pursuits such as bicycling or racquet sports, nor does it encompass such areas of collectibles as stamps and coins, although it does include dollhouse miniatures. It doesn't even incorporate radio control vehicles or model airplanes.

This survey tells us, at some time or other, an extremely large portion of the U.S. population is involved in crafting.

Of the remaining percentage who do not participate in crafts, our survey addressed the "whys." The two major factors offered by non-hobbyists were "not interested" or "too time consuming." When we asked whether they would take up a craft if their objections could be overcome, more than half of nonparticipants (53 percent) responded "yes."

Yet, with what we now recognize as huge numbers of crafters extant in this country, according to our survey, only 7 percent of them are currently members of craft clubs.

If HIA's consumer usage figures are right, this doesn't make sense. There are several reasons we can postulate, the leading one being lack of organization. Without a driving force, there's no one to take charge.

Other reasons abound. Prior to the relatively recent

nationwide proliferation of craft outlets, crafting has been a relatively solitary occupation—old-time quilting bees notwithstanding.

Misunderstanding of the word “craft” has also led to some confusion. When your local paper advertises a craft show, it is most often going to be a showing of artist’s or artisan’s works, which are often rather expensive. If you wish to encounter what we refer to as crafts, you’ll more likely find them at your church’s Christmas bazaar.

Thus, lack of craft clubs in no way correlates to a lack of interest in crafts. It behooves you to encourage your employees to get involved in crafts via employer development of employee craft clubs.

A Healthier Psyche

In 1985, HIA commissioned a random sample telephone survey of 904 completed interviews. The results are shown in the chart below. One of the queries asked consumers why they pursued their craft/hobby. The responses, and we have no reason to believe these have changed to any great degree, made it clear the most important reasons people pursue their crafts are “pride in

the final product produced,” “enjoyment of working with one’s hands” and “personal satisfaction.”

In other words, people pursue crafts because doing so makes them feel good. I don’t think anyone would argue with the statement a person who has a good feeling about her or himself is likely to be a more productive and satisfied employee.

Insurance companies have embraced hobbies as ways to decrease tension, thereby lowering blood pressure and reducing the incidence of illness.

The armed forces’ interest in crafts has grown markedly over the past several years, prodded in part by the lower average age of the forces. High command has come to realize leisure time spent productively makes soldiers less likely to encounter trouble during their time off. The armed forces’ introduction to crafts has apparently taken hold, given the number of products listed by soldiers in the Mideast on their wish lists.

It’s Your Turn

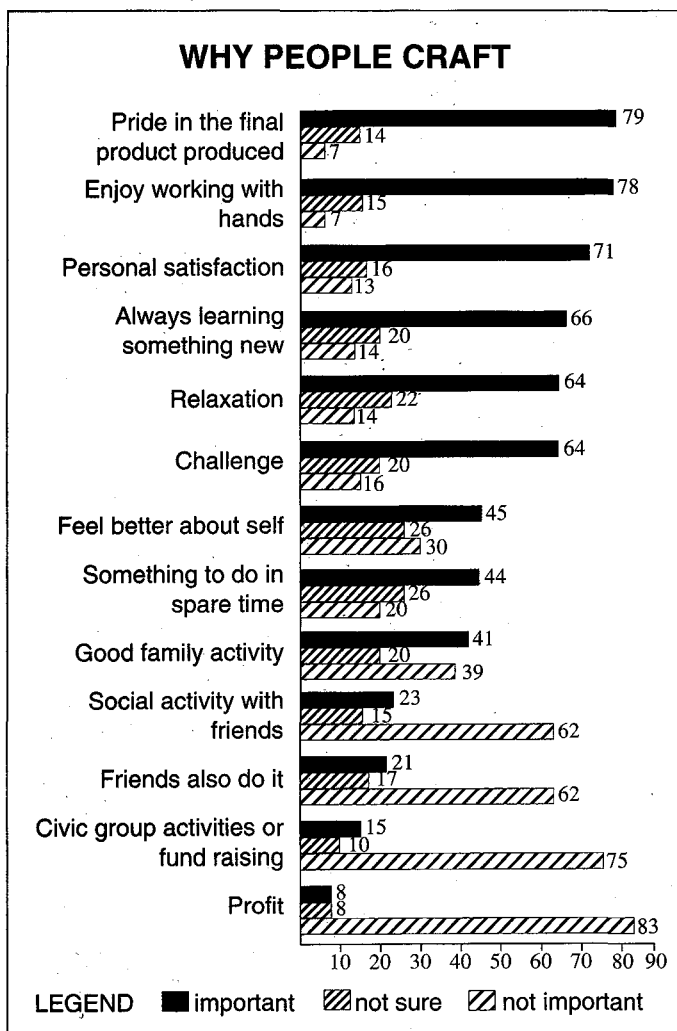
Whether craft clubs are formal groups that meet with instructors to teach them new crafting techniques and oversee their progress, or simply groups that get together to chat while they needlepoint, the result is likely to be the same; employees return to the workplace less frustrated and better able to cope than when they left it.

There are myriad ways to organize clubs or groups, but the most successful have one thing in common—organization. Depending on the size of the employer, one department or person needs to act as the organizer and contact person. As an employee services and recreation manager, you would be an ideal individual to arrange a craft/hobby program. You would be responsible for determining such questions as how often craft clubs will meet, how they will be organized, whether they will be formal or informal, etc.

Is your wish to provide space for employees to meet over their projects, or do you plan to provide instruction? Is the instruction or activity to be ongoing for specific crafts, like knitting, or a different project each week? Will your instruction be merely the availability of a knowledgeable leader, or will you actually set up a classroom situation with a “teacher?” Will you draw instructors from your employees, thus limiting clubs to in-house expertise, or will you go outside, possibly to the local craft retailer? If supplies are required, will you give them away to club members, sell them, or direct employees to a local vendor?

Answers to these questions should depend on a variety of factors. One, clearly, must be company policy. Within your company policy, hopefully you have the flexibility to respond to your employees’ preferences.

Ideally, your first and foremost goal is to be creative in what you offer in order to attract the continued



involvement of the greatest number of employees. I know of one company that scheduled weekly club meetings that are, in effect, "classes" taught by a local craft retailer. The retailer charges attendees enough to cover her material costs and works with the group to complete a different project during each class. She takes club members through the project step-by-step, demonstrating the required techniques and answering questions along the way. This is called a product workshop. The retailer receives recompense for her time partially via the sale of workshop materials, but to a far greater degree because of the number of potential craft consumers she has the opportunity to attract to the store.

In this instance, the charge to employees is for the specific amount of materials being used. You could also arrange to purchase the materials yourself and either absorb the cost or simply charge employees a flat fee either per-meeting or to cover a series of classes.

Whatever the scenario, a forward-thinking local retailer may be convinced to offer a company a reasonable discount for materials purchased in quantity. If your company has its own internal newsletter you may wish to suggest running a store's ads, perhaps in exchange for discounted club supplies or for offering "specials" to club members who shop at the store. The opportunities for cooperation are vast.

Other possibilities include encouraging employees to lead club meetings within their own areas of craft expertise, soliciting area crafters (you should be able to get leads from the local craft shop) to be responsible for teaching, involving nearby school teaching staffs in your program, or some combination of all of these.

Where you are not involving the local retailer in the club meetings themselves, you may wish to purchase classroom materials for the entire group at the local craft shop or provide the list of materials to club members well in advance so they may make their purchases directly.

Ask a Simple Question

How do you determine employee preferences? How do employees prefer the club to be structured? Using a combination of both formal and informal measurements would probably prove most telling.

First and foremost—ask. A simple survey offers you the perfect instrument to assess where employees' interests lie. If you have a company newsletter, use that as your questionnaire vehicle, or distribute a photocopied set of questions.

Rather than an open-ended survey, which could result in such an overwhelming variety of responses in which

HOUSEHOLD PARTICIPATION OF OVER 15 PERCENT IN SPECIFIED CRAFTS

	TOTAL SAMPLE	PARTICIPANTS
BASE: ALL RESPONDENTS	(4524)	(3485)
ANY CRAFT	77 Net %	100 Net %
NEEDLECRAFTS	67 Net %	87 Net %
Cross-Stitch/Embroidery	47	61
Crocheting	33	43
Needlepoint/Plastic Canvas	25	32
Craft Sewing	23	30
Knitting	22	29
Quilting	16	21
Other Needlecrafts	16	21
PAINTING/ACCESSORIZING	34 Net %	44 Net %
Art/Drawing	17	22
Fashion Fabric Painting/Decorating	14	18
Decorative Painting	12	15
FLORAL CRAFTS	18 Net %	24 Net %
Floral Arranging	15	19
MISCELLANEOUS CRAFTS	52 Net %	67 Net %
Cake Decorating/Candy Making	19	25
Wreaths/Wall Decor	18	24
Woodworking	14	18
Ceramics	12	15
Potpourri/Fragrances	11	15
Other Crafts	14	18

there's no discernible pattern, offer lists of possibilities for employees to consider. It's best not to raise false hopes by offering questionnaire scenarios which cannot be met. For instance, don't include weaving if you don't plan to provide looms. Don't ask employees how many days of the week the club should meet if you know the room space is not available.

You may also want to ask whether your potential club members simply want a place to get together and share their on-going projects, whether they're looking for a formal classroom situation, or something in between. If it's a teaching situation, find out whether the majority want to complete one project per club meeting or have completion of the project be more long term. Another determination could be whether employees will work on their project only within the confines of the club meeting or take it home with them.

There's no right or wrong to any structure, whether it's project completion, purchase of materials, variety of instruction and so forth.

To determine potential areas of interest for inclusion in your survey, you can use the HIA survey household participation rates listed on page 19 for guidance in broad categories and the local retailer from whom you plan to make the bulk of your purchases for specific project ideas. Talk to your potential teachers as well.

Once you have your program started, project ideas will flow easily and preferences be determined. I would caution you, however, to conduct additional promotions and surveys of all employees from time-to-time. Otherwise, you may find club membership becomes smaller when the most vocal club members start to make the rules, causing the less outgoing to lose interest and stop participating. Even the most successful club can eventually fall apart if you fail to solicit the interest of new employees.

It should help in determining the kinds of projects to complete in the club setting, to know what the end use is for craft projects. Obviously, either in your survey instrument or during your meetings, ask members what their specific uses for projects have been.

Given data we have collected, if club meetings between Thanksgiving and Christmas concentrated on making holiday decorations and ornaments for gifts, you can only imagine what club attendance could be!

Retaining Employee Interest

For the last several years, and in the foreseeable future, user interest in crafts has grown and should continue to grow. Trends and fads wax and wane, but the general population's desire to craft continues to grow. The recent economic downswing has had a minimal impact on craft manufacturers. In fact, the consumer's inclination to make gifts rather than purchase them has

benefited much of the craft and hobby industry.

Also unlike some other leisure time industries where the growing number of full-time working women has hindered industry growth or caused a downturn, improved craft product technology which often produces far quicker completion time helps keep crafts in the mainstream. Fabric paints that stretch with the garment, adhesives that dry quickly, moderate temperature glue guns that don't cause burns, and nontoxic finishes have all assisted the craft industry in attracting increased consumer interest.

New uses for old products, refined techniques, the wide variety of well-written directions and craft kits which package everything required to turn out a professional-looking item at a fraction of the finished product price keep consumers interested in hobbies.


For the foreseeable future, interest in crafting should remain high and craft clubs may be expected to enjoy tremendous employee enthusiasm and participation levels.

Conclusion

A company-supported, well-organized club that takes its direction from its members, promotes the club to its employee base and offers financial subsidization when required, stands a far better chance of long-term success than one a company begins and forgets about. Yes, club members will show up in greater or lesser numbers depending on what else is going on in their lives; club meeting attendance may fluctuate depending on the weather and time of year; given the limited time for club meetings within the workplace venue, a newly formed club of another type could temporarily decimate the craft club's ranks. If you've developed a good craft club program, they'll be back.

There's one thing we know for sure about the crafting population. Dedicated crafters may change their allegiances from one craft to another, but they remain crafters. One year they may make floral-scented sachets to give everyone on their Christmas list, and the next give everyone a painted and jeweled T-shirt for their birthday, but they will be doing some form of craft.

If your club scenario meets the needs of this group of dedicated crafters, they will serve as your core group. Other members will come and go, for months your meetings may be well attended, followed by months of low attendance—but interest in crafts is pretty universal.

The prognosis for employee craft clubs, therefore, is to service them with the same dedication you should be showing your customer or end user, and your club members will become ever more valuable employees. 

Susan Brandt is director of communications for the Hobby Industries of America in Elmwood Park, New Jersey.

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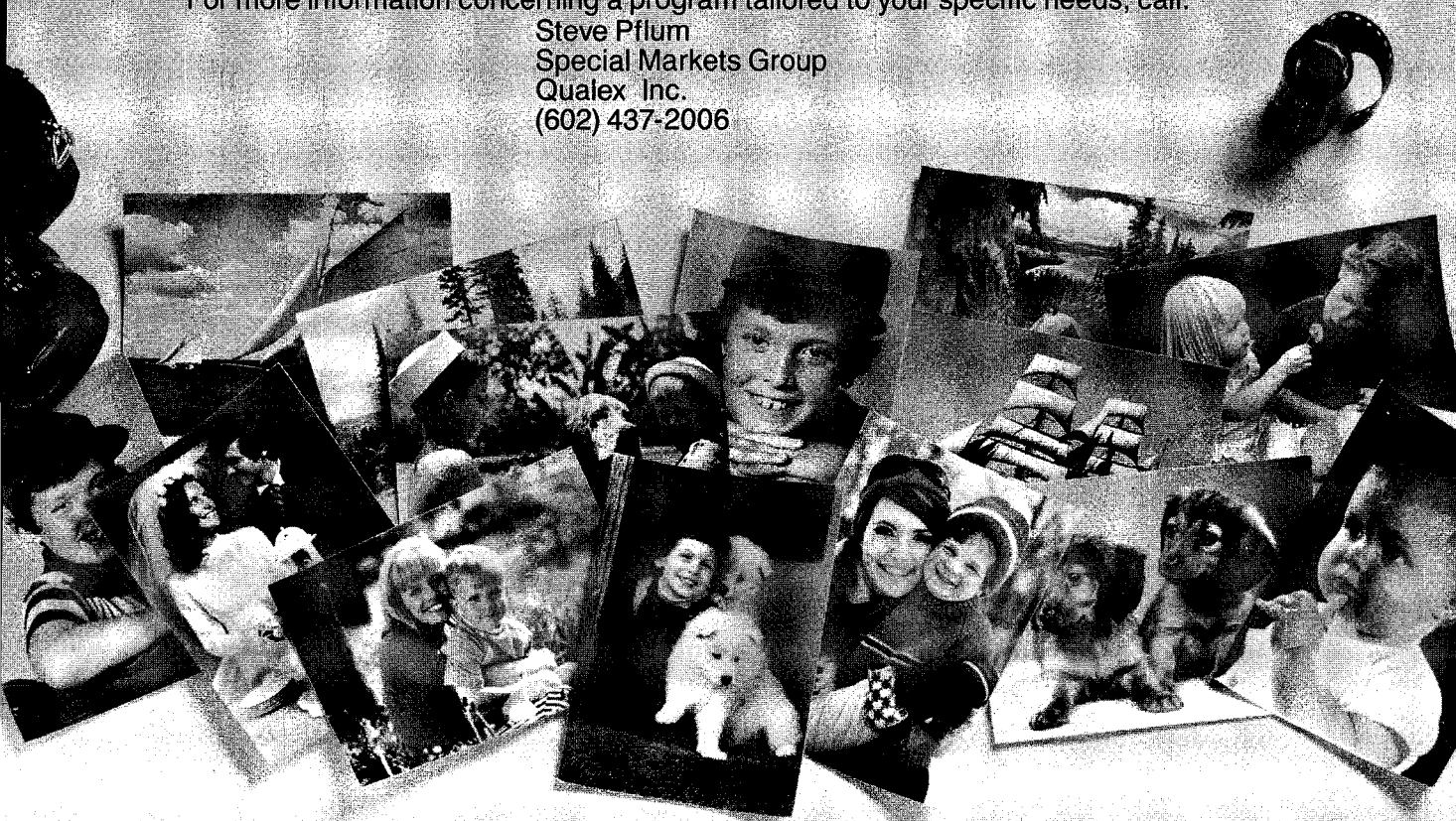
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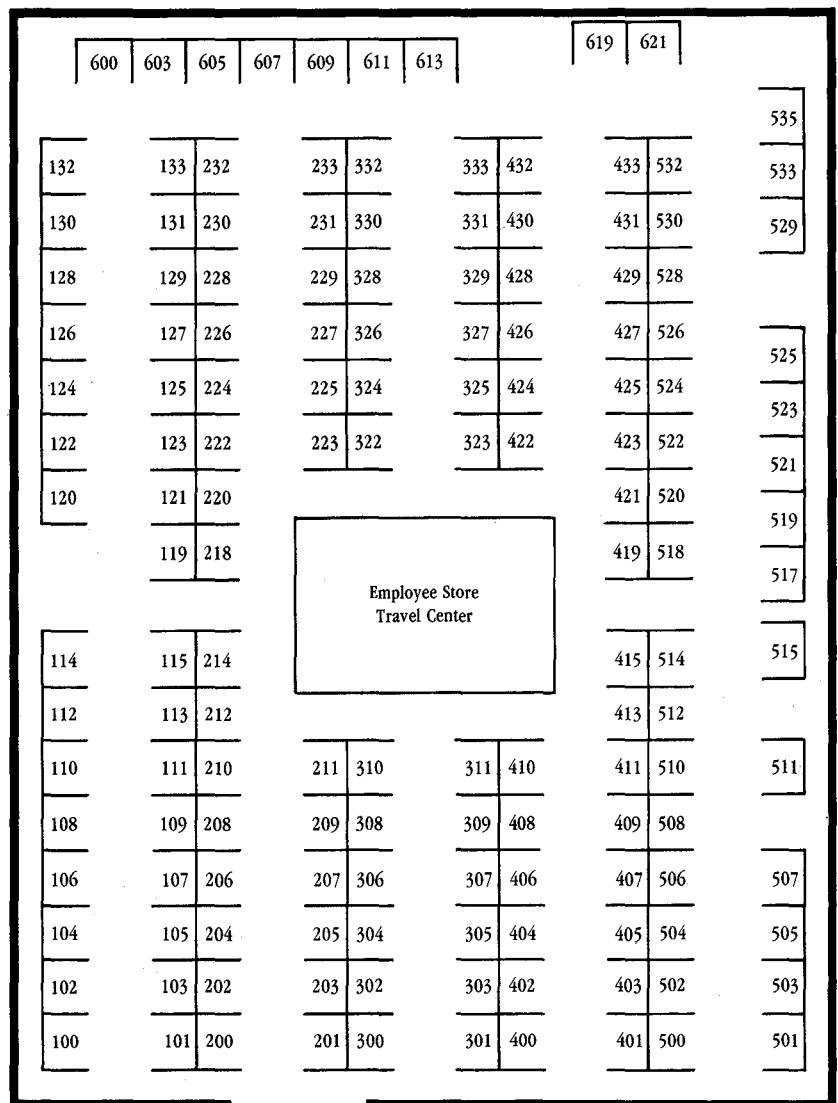
100	American Concepts, Inc.	207	Days Inn-Florida Mall	327	Best Western Seven Seas
101	American Bowling Congress	208	Wet'n Wild		Lodge
102	Crown Cruise Line	209	Ramada Hotel Resort	328	Conestoga Hotel
103	Florida Briefcase	210	Florida Cntr.	329	Mikasa
104	Holiday Inn Crowne Plaza	211	Enclave Suites at Orlando	330	Dundee Watch Company
105	Forever Resorts	212-214	Karena Hotels, Inc.	331	The Biltmore Company
106	Windjammer Barefoot Cruises	218	Qualex Inc.	332	Calamigos Ranch
107	Holiday Inn Lake Buena Vista	220-222	Medieval Times Dinner and Tournament	333	Trans Global Tours, Inc.
108	D. M. Merchandising	223	Siskiyou County Visitor's Bureau	400-402	Kissimmee-St. Cloud Conv. & Vis. Bureau
109	Armitron	224	See's Candies	401	Days Inn/Days Suites/Quality Suites
110	Excell	225	Shasta Tour Cascade	403	Howard Johnson Fountain Park Plaza
111-115	Fun Services		Robert's Holiday Lines, Inc.	404	Floravision, Inc.
112	Palm Beach County Conv. & Vis. Bureau	226	Inland Empire Tourism Council	405	Homewood Suites
114	Honeywell Consumer Products	227	O.C. Tanner	406	Entertainment Publications, Inc.
119	International Broadcasting Corp.	228	High Sierra Visitors' Council	407	S.D. Harbor Excursion
120-122	Walt Disney's Magic Kingdom Club	229	L.A. Entertains	408	Universal Gym Equipment
121	Holiday Inns	230	Central Coast	409	Burnes of Boston
123	Musco Sports Lighting, Inc.	231	Central Valley Tourism Assoc.	410	Hastings & Chivetta
124	Queen Mary & Spruce Goose	232	Gold County	411	Vivitar Corp.
125	Kings Island	233	California State Office of Tourism	413-415	High Five Sportswear
126	Oneida Silversmiths	300-302	Action Products International, Inc.	419	Las Vegas Conv. & Vis. Authority
127	Palm Springs Aerial Tramway	301-303	Organizers, Etc./The Ski Organizers	421	Harrah's Del Rio
128	Ron Jones & Associates	304	Jade Drug Co.	422	Westin Hotels & Resorts
129	Knott's Berry Farm	305	Velva Sheen Mfg. Co.	423	Hacienda Resort Hotel & Casino
130	Channel Islands Hotel Properties	306	Texas Instruments, Inc.	424	Pulsar Time
131	Universal Amphitheatre	307	San Diego Zoo/San Diego Wild Animal Park	425	Sunrise Fountain Suites
132	Milford Plaza Hotel	308	Bantam Doubleday Dell Publishing Group	426	La Quinta Inns
133	Universal Studios Hollywood	309	Nikon, Inc.	427	Sam's Town Gold River Hotel
200	Orlando/Orange County Conv. & Vis. Bureau	310	Aris-Isotoner, Inc.	428	Custom Pin & Design
201-205	Universal Studios Florida	311	Employee Photo Service, USA	429	Gray Line Tours of Southern Arizona
202	Sheraton Orlando North Hotel	322	Unisen, Inc.	430	Radisson Hotel Asheville
204	Residence Inn by Marriott-Orlando	323	Atec	431	Houghton Mifflin Co.
206	Universal Resorts, Inc.	324	Guardian Photo, Inc.	432	National Design Corp.
		325	National Rifle Assoc. of America	433	Barrett, Inc.
		326	The Pointe Resorts	500	Bronson Pharmaceuticals
				501	Swissair
				502-506	Busch Entertainment Corp.
				503	Grandma's Fruit Cake/Metz Baking Company

... and Floor Plan

- 505** Sunburst Sportswear, Inc.
- 507** American Poolplayers Assoc., Inc.
- 508/510** Gear for Sports
- 511** Sum/It Systems
- 512** Ramada London Bridge Resort
- 514** Perks Unlimited, Inc.
- 515** Marine World Africa USA
- 517** Swersey's Chocolates and Gifts
- 518** Brunswick Rec. Cntrs.
- 519** The Toe Truck
- 520/524** Universal International Inc.
- 521** Alaska Quality Lodges
- 523** Hornblower Dining Yacht/Invader Cruises
- 525** Colony Hotels, Sheffield Inn
- 526** Catalina Express
- 528** David J. Selznick Group
- 530** Gatorland
- 531** CSD
- 532** Progressive International Corp.
- 533** Dean's Photo
- 535** Executive Color Studios
- 601** Flight Line Company
- 603** Trans National Financial Services
- 605** Keystone Resort
- 607** Dataflow Companies, Inc.
- 609** Choice Hotels International
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REGISTRATION PACKAGES: Please circle amount enclosed.

	Prior to 4/1/91	After 4/1/91
Delegate-NESRA Member	\$345	\$370
Non-Member Delegate	365	390
Associate Member not Exhibiting	450	475
Spouse	165	175
Student (Includes sponsored functions)	175	175
Retiree	75	75

SUBMIT A SEPARATE REGISTRATION FORM FOR EACH PERSON. DUPLICATE COPIES OF THIS FORM WILL BE ACCEPTED.

Please include your check payable to NESRA. Advance registration cannot be accepted without full payment. Mail check and registration form to: NESRA, 2400 S. Downing Ave., Westchester, IL, 60154-5199. Any questions, call (708) 562-8130.

Cancellation: Full registration will be refunded if cancellation is received postmarked no later than 4/1/91. After that date, refund cannot be guaranteed.

A HOTEL RESERVATION CARD WILL BE PART OF YOUR CONFERENCE CONFIRMATION PACKET. All room reservations must be made directly with The Mirage Hotel. We cannot guarantee room availability after 3/15/91. NESRA Conference room rate at The Mirage is \$93 (single or double—**NO SATURDAY ARRIVALS**—Hotel Policy). Should you prefer to telephone in your room reservation, the numbers are (800) 627-6667 or (702) 791-7444. Be sure to state you are part of the NESRA Conference.

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Member Success Profile

Ideally, an ES&R manager should exude the same sense of well-being s/he tries to instill in employees through the company's ES&R programming. Mochell Hughes, special services coordinator at United Methodist Publishing House (UMPH) in Nashville, Tennessee, is one such person. Described by Sedrick Foley, director of laity markets, as being "a very poised, personable and engaging professional," she is an approachable, energetic individual who is proud of UMPH's programs and accomplishments. Here are Hughes' thoughts on her profession, her company's support of ES&R and her ambitions for the future.



Is there such a thing as a typical day? Being a multi-hatter requires a great deal of flexibility to deal with constant interruptions and changes throughout each day. Here is an example of some of the things that go on in our office in a day's time:

- Prepare goodwill letters to all Bloodmobile donors.

- Meet delivery person on dock to help unload 2,700 jars of jam and jellies for Christmas goody bags.

- Recruit employee volunteers for Christmas Dinner.
- Prepare employee packets.
- Meet with hotel contacts regarding upcoming convention for 600 participants.

- Retrieve bills for budget items.
- Prepare mailouts to all bookstores.

I really enjoy people and I was particularly interested in working in the public relations field. I have been employed with UMPH for seven years in the Public & Church Relations Division.

UMPH publishes, produces and distributes Christian materials for the United Methodist Church. These include books, official church forms and records, supplies, multimedia resources, Sunday School curriculum resources, videotapes, audio tapes, periodicals, magazines, journals and newsletters. We retail through 55 Cokesbury Bookstores within 24 states and nationwide through two mail order centers. We also distribute official materials of the Presbyterian Church (USA) and the United Church of Christ.

I studied communication and video production at Nashville State Technical Institute and became involved in the employee services and recreation field out of my personal interest. During a personnel transition, our department took over several employee services programs. We wanted to expand on the existing services.

Program Offerings

ES&R is a viable part of the corporate organization. In order for companies to keep their competitive edge, they must consider success depends greatly on their employees' contentment and happiness. The programs we offer promote team play, positive feelings about our organization and good mental and physical health.

UMPH offers a broad range of programs, from our health promotion programs to cultural and other leisure activities. The majority of our programming is administered by two departments, Special Services and Health and Safety Promotion. The staff consists of three full-time people in Special Services and two full-time people in Health and Safety Promotion.

Special Services manages discounts on travel, services and merchandise, a quarterly bloodmobile program, Christmas dinner, family night out with the Nashville Sounds for dinner and a baseball game, and the annual company picnic. UMPH also pays 50 percent of subscription costs to the Nashville Symphony and the Tennessee Repertory Theatre.

Employee assistance, wellness programs, health fairs, safety awareness and sports activities help promote teamwork as well as prevent illness, develop wellness and

T*he programs
we offer promote
team play, positive
feelings about our
organization and good
mental and physical
health.*

help employees and their family members take charge of their lives. An on-site fitness center offers a "Try-UMPH for Health" program which is administered by the Health and Safety Promotion Department.

UMPH also supports the community through United Way, Adopt-A-School, the annual "Walk for the Homeless," and other homeless programs regularly scheduled throughout the year. These events are planned by task forces comprised of divisional representatives.

Also conducted are the annual U.S. Savings Bonds drive, the corporate product discounts and the annual service awards banquet.

I am particularly proud of UMPH's 200th Anniversary

celebration in 1989. Our office planned a special musical celebration with a cast of 72 employees which was held at the Grand Ole Opry House. The program celebrated our rich heritage and anticipated our future. This project was a tremendous achievement and a great success. All 72 employees willingly gave so much of their time and energy to this effort. Kimberlee Spicer, special services assistant and NESRA member, wrote the script, directed the actors and the live, four-camera production crew. The choir, directed and accompanied by employees, was made up of 25 employees and family members. Over 2,300 employees, retirees, family members and guests attended this celebration. Following the celebration, everyone enjoyed lunch and an afternoon at adjoining Opryland U.S.A. showpark.

Company Philosophy

We believe our employees are our single most important resource. We treat employees in ways which affirm their individual worth. We promote good communications and strive to involve employees in business decisions related to their jobs. We strive to provide benefits that promote a sense of health, security and well-being.

Management views ES&R as an integral part of the corporate structure. They support employee services and recreation programs by encouraging employees to participate, and by supporting and participating in programs themselves. We also have a flextime policy which allows employees to start their workday 15 minutes earlier and add 15 minutes to their lunchtime to allow more time for a workout.

ES&R Development

The ES&R programming has grown and changed dramatically since I've been at UMPH. Employee services and recreation has become much more varied. We have taken a proactive role in the part we play in employees' lives. We opened our fitness center in 1984, and also expanded our employee services and discounts. Before 1985, discounts were limited to two attractions—Walt Disney World and Opryland U.S.A. In addition to these two, we now offer over 80 employee services discounts.

UMPH has also taken a big step in community services through our homeless programs. UMPH cosponsored the "Walk for the Homeless," which raised \$50,526 last year.

In 1989, we implemented a no-smoking policy in the workplace and we continue to look into new avenues to expand our programs.

In the coming years, I believe ES&R will need to address the following:

- More emphasis on dependent care and the aging workforce.
- Greater emphasis on the increased value of family.
- An increased need for more flexible work schedules, to include part-time positions, job sharing and at-home computer networking jobs.
- Advanced technology will create more of a need for employee interaction.
- Programs which deal with environmental issues.

Professional Development

While at UMPH, I have learned employee services programming has enhanced my primary job responsibilities. Because of the diversity of programs we offer, we are capable of a variety of tasks which opens the door to many opportunities.

NESRA helped us establish the foundation of our employee services program. I have had the opportunity to serve as NAESRA President for the past two years. The knowledge and networking group I have obtained through our local association and the entire NESRA organization is invaluable. Attending the NESRA Annual Conferences have benefitted not only me, but our company and employees. Through NESRA, we have been able to offer innumerable discounts programs provided by our NESRA associate members.

To my associates in the employee services and recreation field, I would advise that you willingly accept new changes with anticipation. Look at changes in a positive way—as opportunities. Continue to learn and expand your knowledge.



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Growth of an Employee Store Chain

This article describes the importance of management support, quality service and customer input in the growth of an employee store.

by Lyndall Groves

In the 22 years I have been employed at Texas Instruments, managing the employee stores has been one of the most rewarding yet challenging jobs I could ever have undertaken. It takes a special type of person to deal with the variety of problems encountered with the daily operation of this type of business.

TI's employee store chain started 17 years ago when a new division was looking for a way to sell calculators to TI employees. An employee store was set up in an unused stockroom and opened on a part-time basis. As the demand for the calculator grew, so did the lines of shoppers.

The transition from a one-store operation to the current 25 was not an easy one. Growing pains and limited experience in this new industry caused problems. At first, the employee stores sold only TI calculators. Later, we began offering other products not manufactured by TI. Business increased and we needed more people to work in the stores. The concern at that time was to provide quality products in a convenient manner at competitive prices.

For us, selling the merchandise was never a problem; keeping customers happy was a real challenge. An employee survey we conducted indicated customer satisfaction as an operational priority. With that in mind, we created a way to offer the kind of service our customers were looking for.

representatives with the training they needed to service TI employees.

We realized management needed to support the employee store program so our store could continue growing. After the inception of CARE, for the next two years, representatives from the employee stores visited site executives and presented them with a brief overview of the employee store program. Management support of TI's employee stores continues to be very positive.

CARE evolved into our current "Excellence In Service" program. The employee stores at TI embrace the quality process as a routine way of doing business. Like any other program in employee services and recreation, our challenge became tracking the success of our program. The most obvious answer was to let our customers grade the service they received. We sent out random questionnaires to the different sites asking people to shop at our stores and grade the level of service. This led to improved services and better relationships with the customer.

Our employees are still evaluated by their own customers via the shopping survey. Not only does the survey provide useful information about problem areas, it points out the excellent job many employees perform. TI decided to reward this "Excellence in Service" attitude by recognizing star employees with "Golden Service" awards. The "Golden Service" award applauds the quality of the store appearance, the cleanliness, the store personnel's attitude and other criteria.

Excellence in Service

We created an employee training program in the latter part of 1987 called CARE (Customers Are Really Everything), which provided store

Programs

Most of the programs offered by the employee stores are also a result of customer input, surveys, customer

focus groups and personal interviews.

Through our surveys we discovered employees wanted us to offer a payroll deduction plan. They wanted to be able to make a purchase and have it withdrawn from their paychecks each month. We now offer a \$1,000 line of credit with up to five months to repay with no interest. The most recent payroll data shows about 60 percent of all Tiers use the store at least once during the year.

Major appliances, jewelry, watches and housewares are a big part of the yearly sales volume. Even though we have "the best price in town" or we refund the difference, we place a major thrust on offering service after the sale. If a customer purchases a product and it malfunctions, s/he can request a refund or an exchange. But "satisfaction guaranteed" just wasn't enough for us. Warranty was an area in which the customer could see immediate benefits.


We offer an extended warranty to customers, in addition to the manufacturer's warranty, at a fraction of the cost. We also offer a generous warranty service. Customers can either bring the item into the store and we'll handle the repair, or they can be reimbursed for the cost of the repair at the end of the month. The best part about this type of customer service is that it requires no additional procedures and the customer is totally satisfied.

With an ever-growing store and a never-ending list of products and services, we computerized our process in 1989. We purchased equipment with the capability to expand. Inventory control was the first priority. A point of sale system was next. With computerization, the customer's average time spent making a purchase was reduced to five minutes or less.

To help keep purchase time down in other ways, we also hire temporary employees to handle the increased

traffic during the Christmas season. To give customers a better opportunity to shop, we extend our store hours from November through the Christmas holidays. Holiday hours are 7:00 a.m. - 5:00 p.m. Monday through Friday; 8:00 a.m. - 12:00 noon on Saturday.

In 1990, we developed a customer order center for Tiers who work in sites without a retail store. The order center consists of a kiosk with information on how to place an order and an advertisement showing the various items the stores offer. We are planning to change these kiosks into visual video centers over the next couple of years.

from one to 25 locations. We have been able to expand our product/service base through management support, quality service and customer input. We will continue to rely on these three areas as we expand our programs to maintain our adherence to excellence in service. 

Conclusion

Texas Instruments is proud of the growth of its employee store chain

Lyndall Groves is manager, employee stores at Texas Instruments in Dallas, Texas.

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Fun Runs/Walks

Fun runs/walks are a great programming idea because they provide an opportunity for employees of all ages, fitness levels and interests to participate in a healthy, lightly competitive or noncompetitive event without having to purchase a lot of equipment. These programs encourage employees to participate in the healthy exercise of

running and walking and to accept the challenge of completing the course. Gathering employees together adds energy to a fitness activity as employees feed off of each other's strength, enthusiasm and perseverance. As participants, volunteers and spectators share in this invigorating experience, ES&R managers will be promoting teamwork within the organization.

A guide to organizing and programming fun runs/walks.

by *Cynthia M. Brown*,
editorial assistant

Organizing the Event

There are many aspects to organizing a fun run/walk. Your planning process should begin about seven months prior to the event. Here is a timeline of the planning process:

Seven months prior: Decide what goals you want to achieve through your event. Do you want to foster teamwork? Is your goal to get more employees to exercise or to raise money for a charity? This will help you choose the type of event you will hold and how you will promote it.

Schedule the event. Consider timing your fun run/walk with National Employee Health and Fitness Day (Wednesday, May 15, 1991) or some other significant day for your organization or the community. If it's going to be a charity event, you may schedule your

fun run/walk during that charity's telethon or other campaign. Avoid choosing a date that will put your program in direct competition with another—either a company event or a community happening.

Whether you're considering a site for the fun run/walk on company property or community property, evaluate these factors: Participant and spectator accessibility, parking lots, traffic control, course surface, restroom facilities, water sources and telephone access. Make sure you will have enough room for tables, chairs, first-aid tents and loudspeakers.

After choosing your site, contact the local police department to gain approval, licenses and permits for the site and activity. The police can also make suggestions for crowd and traffic control procedures.

Six months prior: You've chosen the type of fun run/walk, its date and place, now concentrate on who will do what to make it happen. Establish committees to plan and do the following: Mark off the course (you'll need starting line and finishing line committees), arrange for security/traffic control, publicize the event, purchase awards, process registrations, provide refreshments, administer medical care and spot participants.

Give your committees deadlines to complete specific tasks and provide them with a budget to follow.

Your budget should make allowances for supplies and materials, equipment, course fees, public relations and medical personnel. If you are on a tight budget, you may ask some of your local businesses to donate supplies. It would be positive public relations for them as well.

Five months prior: Have all committees determine and recruit all of the volunteers they need to complete their assigned tasks. Employees who may not be

interested in walking or running may like to serve refreshments and those who may not be present that day can help with publicity or preregistration.

Begin holding short committee meetings to make sure everything is on track.

Three months prior: Make a list of all necessary supplies and equipment (see sidebar). Begin ordering these items. Doing so early will allow you time to shop for the best prices. You may wish to keep supplies in a central location and distribute them to committees as they need them.

Two months prior: Develop your publicity strategy. Promote your activity in your organization's newsletter, cafeteria, fitness center and employee store. Use posters, signs, banners and other effective media to get the word out.

Your publicity should tell employees why and how they should participate. Make it easy for employees to register. Your committee can hand distribute registration forms or have employees pick up forms at convenient locations—their cafeteria, employee store, fitness center, near exits, or even near their water coolers or coffee machines.

One month prior: Hold a meeting with all of your committee heads. Make sure all committees are on schedule. Try to anticipate any problems you may have and develop ready-to-implement solutions.

The registration process should be beginning. Direct employees to a central office where registrations will be processed, questions can be answered and race packets can be distributed.

Finish ordering all supplies including medical supplies and refreshments.

Two weeks prior: Continue the registration process. Intensify promotion efforts to be sure all employees feel invited to participate. Confirm all plans with outside vendors and get your committees

pumped up for the big event.

One day prior: Check with all committee heads to be sure all supplies have been delivered. Be sure all committee people know to report to the activity site three hours ahead of time.

Three hours prior: It's time to mark the course and set up all committee stations, maps, signs and garbage cans.

To measure and mark your course, use a bicycle or a calibrated wheel. Go along the exact path you expect the participant to take and measure it twice. Take the average of the two measurements to establish the official distance. You may also have a representative from your local running or walking association certify the distance of the course. Use an overhead banner to mark the starting and finishing line on both sides of the track. Plan the course so the finish line isn't a dead end. Allow at least 50 feet beyond the finish line for the participant to slow down. Be sure communication lines are well established between committees.

One hour prior: All committee people should be at their assigned posts ready to do their job. Direct volunteers and participants to parking spaces and registration booths as they arrive.

Fifteen minutes prior: Use the loudspeaker to inform participants the event will be starting in 15 minutes. They should complete the registration process and begin lining up. Make sure all medical equipment and participant spotters are in place. Volunteers should also be manning their posts at the finish line. Since all participants want to know their time, be sure to have two manual recorders on each side of the track. Have one call out the time and participant's number and the other record the time. Also, two volunteers should hold a ribbon for the winner to break. Another two volunteers should be at the finish line to guide those coming in away from the course and to collect their numbers and pins.

During the fun run/walk: Security people, participant spotters and medical personnel should be

Fun Run/Walk Supplies

Awards/merchandise for prizes	Mileage and turn-around markers
Bicycle	Pencils
Chute ropes and posts	Plastic pitchers
Clipboards	Postage
Cover letters	Registration tags
Entry and information forms	Safety pins
First-aid kits	Shoe strings
Fitness handouts	Starting gun and blanks
Ice	Stopwatches
Large plastic bags	Tables
Large plastic barrels	Time sheets
Maps	Toilet paper
Masking tape	Vans or trucks
Measuring wheel and revolution counter	Walkie-talkies
Megaphone	Water

reacting to the needs of the participants. The photographer should be taking pictures of participants, volunteers and spectators.

After the race: Be sure all participants receive refreshments and medical care, if necessary. The awards committee should present awards to first, second and third place winners. After participants leave, begin the clean up process.

Programming Variations

Fun runs/walks are great for all who participate. Those who enter can get their workout while also participating in a social activity.

Some organizations have held variations to this event. Pat Yandell, human resources generalist of Northern Telecom-Carrier Network Division, turned her United Way fun run/walk into a carnival theme family event. Booths decorated like carnival booths displayed information on United Way's family services programs. The theme was carried out with decorations throughout the course. In addition to the adult 5K run/walk, she held a 1K run and then a 1K walk for children under 12. After presenting company logo prizes to first second and third place winners in men, women, boys and girls categories, she offered entertainment and refreshments. Gymnasts from a recreation center funded by United Way performed a choreographed gymnastics routine.

Like Yandell, Wayne Borin, managing director of General Dynamics CRA, also turned his 5K and 10K races into a family outing when he held a children's event in conjunction with an adult race. He held a "Junior Kids Challenge: A Miniature Battle of the Network Stars" obstacle race. Children ages 5-11 encountered a variety of obstacles

as they ran through tires, crawled through a tunnel, performed a ring toss and jumped over a bar to reach the finish line as their parents encircled them, cheering them on to victory. All children received a #1 ribbon because they were all winners.

Other companies have combined the fun run/walk with other events such as picnics or baseball outings. In honor of its 75th Anniversary, Gates Rubber Company held a "75 Year Diamond Dash." The run/walk took place near the baseball stadium so the finish line would be the stadium's entrance. At 6:30 p.m., a 5K run began. At 7:20 p.m., a 75-yard dash for youngsters began on the baseball field and at 7:30 p.m., participants and volunteers were seated for the Zephyrs baseball game.

Another option is to combine the fun run/walk with an adventure through the woods. Some refer to this as orienteering. The course is marked with checkpoints, usually cardboard boxes tacked to trees and marked with red or white flags. Participants use a compass and a detailed topographical map to navigate from checkpoint to checkpoint to make their way through the course.

These courses are measured in kilometers with distances ranging from 1.6-6 kilometers. The fastest participant wins. While advanced orienteers run, other participants walk.

Just by choosing an interesting location and changing the main activity from running and walking to stair climbing, you can add challenge to your event. You can dare employees to climb a tower by holding your event in a tall building and using the stairs as the course. The American Lung Association held its "Third Annual Tackle the Tower" event, in which participants climbed 31 flights of stairs and were rewarded with a breathtaking view of the city. Upon completion of the climb, refreshments and finish line

festivities were sponsored by an Italian restaurant chain. Like a fun run/walk, this event requires no gear from participants—just a desire to accomplish the unusual feat of climbing 31 flights of stairs, a mere 680 steps.

Conclusion

Fun runs/walks are a great way to get employees of all types involved in a healthy activity. Use your imagination when planning. Keep in mind you want to attract the masses and you will need to satisfy serious runners, fitness buffs, walkers and a variety of fun seekers during your event. Make it fun for all.



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by James Busser

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Books could be written about standards of care. As very general guidelines, it must be stressed, once a person is in a training, exercise, or sports program, there is a duty of care to that person. The law will imply a duty of reasonable care towards the trainee. Reasonable care cannot be defined any more than to say, "reasonable care." Ultimately, in

the worst case situation,

it would be determined by a judge or a jury.

To establish reasonable care, the employer running the program and the personnel employed in that program would have to show they reasonably adhered to standards established by the industry for that particular activity. This would apply to any sort of program, from swimming to travel. In addition, the business and its program employees would have to show they did not violate any law, rule or regulation. Any violation of a law, rule or regulation could very well be determined to be negligence per se. In plain language, this means the violation of that law, rule or regulation in and of itself is negligence. So, to show that reasonable care has been followed it must be shown there was no violation of law, rule or regulation and no violation of the reasonable standards of the industry.

Many of you no doubt have a basic understanding of the "formula" that determines liability. If there is a duty towards another person (trainee) and there is a breach of that duty (negligence) that is the proximate cause of damage to the trainee, then there is liability with a potentially large verdict attached to it.

Duty is assumed once a person enters one of the above programs. A breach of that duty would occur when there is a violation of laws,

rules, regulations, or deviance from industry standards. If a breach more likely than not caused the injury, the only question is how extensive the injury is in dollars and cents, that is, in damages. Last month's column discussed these principles; that discussion applies to the programs discussed here.

Standards of Care

Beyond Reasonable Care

There may be situations where more than reasonable care must be used. In other words, there is a higher standard of care. This may occur, for example, in a teaching situation with young children where the teacher steps into the shoes of the parent and must act as a reasonable parent would. (See last month's column for detail.) This can occur with very old people, or with people who have some type of understanding disability. It may also occur in special programs such as those where the program attempts to help people cope with drugs. In these particular special programs, the employer and the employee running the program become almost the insurers of the well-being of the trainee. The general rule, just because somebody gets hurt does not mean that somebody else pays, would not be followed. If the duty of care is even higher than reasonable care, a breach of that duty occurs much more easily. Therefore, great caution must be exercised in dealing with any special population in any program.

Personnel

Standards of care must be considered in relation to the following components of any program: Facilities, equipment and personnel. Of these, by far the most

You probably already have a concept of what 'reasonable care' is. This is a discussion of why reasonable care is so important to the proper, and legal, functioning of your programs.

by Cody B. Bartlett, J.D.

crucial is the personnel involved in the program. They must be properly qualified and trained for carrying out their duties in the program. If they do not have those qualifications, they cannot live up to industry standards or perhaps even legal and regulatory standards. Not only should the people employed in the program have appropriate formal education for the particular program, but also proper certification indicating specialties in the program area if certifications exist in the area. For example, somebody holding himself or herself out as an athletic trainer should have a current certification from the appropriate accredited trainers organization. In addition, program personnel should keep current with developments in the area by reading appropriate journals and books, as new ideas and concepts develop. Finally, anyone running a program should know how to teach and how to get ideas across to people so the proper procedures can be followed.

It is imperative that every program have a plan for emergency situations and that this plan be written. Further, there should be periodic rehearsals of what to do in case of an emergency. Competent first aid should be readily available. Competent medical assistance should be arranged for before any potential emergency. Emergency telephone numbers should be available and telephones for emergencies should also be accessible. Part of the duty of care in any program involves a duty to be prepared for emergencies.

Facilities

The facilities themselves, whether it is a bus transporting people to a play, a softball field or an exercise room, must be carefully monitored to make certain, for example, the bus brakes are in proper repair, the softball field is reasonably level and the exercise room has no equipment with cracked welds or other

deteriorated parts. In having the business and the program personnel carrying out their duties to the participants, inspections must be made on a regular basis to make certain there are no unreasonable hazards. All areas must be clean and uncluttered. Programs involving such things as temperature extremes, or water in any form, present special hazards and extreme care must be taken to adhere to standards.

In addition to establishing and publishing emergency procedures as mentioned above, as a basic policy, safety warnings and guidelines should be established and conspicuously displayed for each and every activity. Further, the use of every facility should be regulated and there should be no unsupervised use of any facility at any time.

Equipment

Exercise programs and facilities usually contain some or all of the following components: Free weights, machines, cardiovascular areas, aerobics rooms, and miscellaneous areas such as locker rooms and whirlpools. The building itself must be carefully reviewed. There are instances where ceilings have collapsed injuring a number of people, where walls have collapsed injuring a participant, and where lockers have fallen on people. If something can fall, it is reasonable to take the necessary steps to determine whether it is likely that it will.

Equipment should be purchased from a reputable manufacturer and should have warranties. Further, the manufacturer should be asked about its insurance regarding product liability. The qualifications and credentials of the makers of any equipment should be carefully reviewed before purchasing or using any equipment in a training, exercise or sports program.

In particular, the following general practices should be employed

in any program using equipment. First, the proper operation or use of the equipment should be taught and taught correctly. Second, if the equipment is designed as some sort of exercise program, then a program should be specifically designed to utilize that equipment. Third, after safety guidelines have been established as outlined above, these guidelines must be enforced. It is almost better to have no safety guidelines than to have well-known safety guidelines which are not enforced.

Fourth, the inherent dangers of any particular activity, and in particular those involving equipment, should be written and made available to participants and brought to their attention before use.

Finally, as mentioned above, equipment should be inspected on a regular basis. The inspection should be documented immediately after its completion. Of course, if the inspection discloses any potential problem, the equipment should be removed or otherwise made unusable until it is repaired.

Program Guidelines

Any sort of aerobics program, whether it is a 5K run sponsored by the business or an aerobics dance class, presents potential major problems for the business and the program personnel. If at all possible, a medical doctor should approve the program for each individual participating therein. Aerobic activities by definition place a great deal of stress on the heart and the rest of the cardiovascular system. Any sort of weight-bearing exercise such as running or aerobic dance stresses the legs and back to a great extent.

Any sort of training or exercise program, whether it is aerobics or weight training, should have some fundamental guidelines before it is used. First, it should be based on sound, current, scientific

information. Second, as emphasized above, it must also be based upon present industry standards, and of course, legal standards. Third, it must be taught to the participants until such time, at least, each becomes proficient in it.

Fourth, even though the individual becomes proficient in that activity, such as operating a rowing machine, s/he still needs adequate supervision to make certain proper training techniques are being followed and no other difficulties are occurring, such as a malfunction of the equipment.

There are various professional organizations for almost any type of activity. Most of these organizations provide information on standards and may even certify personnel. The business and its program director should take the necessary steps to analyze the components of any training, exercise or sports program and take the further necessary steps to find out what the industry standards are. The industry standards must then be reviewed and the program itself must conform to those standards, and of course, to all laws, rules and regulations.

Conclusion

Preventing injuries should be the main goal of every program. In fact, it is the duty of everyone providing the program to take all reasonable steps to prevent injuries. Properly adhered to standards should prevent most injuries. If there are injuries, then properly adhered to standards should provide a good defense in court.



Cody B. Bartlett, J. D., is an attorney practicing law in Upstate New York. He is also an officer and director of Fitness Risk Management, Inc., a Denver-based risk management company dedicated to providing safe, effective, professional services to the fitness and health club industry and legal community.

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Instead of traveling from one point to another without time to enjoy the scenery in between, consider a different kind of vacation. Imagine spending your time traveling the roads of our country watching miles of fields, deserts and canyons go by and stopping to experience each area.

It is time to stop rushing and enjoy our surroundings. More tour

planners are packaging tour bus programs for just this reason—allowing vacationers time to “stop and smell the roses.”

Touring America by bus is also a popular vacation for most of our neighboring countries. Groups from Asia, Europe, Australia and New Zealand explore the U.S. by bus. One tour operator out of Europe handles bus tours for over 100,000 people each year. Japanese figures are even higher. These low-cost tours enable others to enjoy our country's beauty and heritage, an appreciation most of our own citizens should possess.

Bus Facilities

Most bus companies offer top-of-the-line equipment with reclining seats, air conditioning, restrooms, and in some of the newer coaches, video (just like you'd have on an airplane trip). The bus industry is striving to upgrade the comfort and safety levels of the modern motorcoach. Similar to aircrafts, overhead consols provide individual controls for reading lamps, music volume and air conditioning. There are also coaches with tables for each passenger, along with galleys on board for coffee, sodas, small meals and snacks.

Most groups that travel via motorcoach have guides who provide

a narrated tour along the way and answer questions about the people, places and geography of the area they are traveling through. The entire tour is orchestrated with the coach operator to ensure uniformity. Everything is timed and planned from time of arrival to hotel stops, meal stops, rest stops and picture stops.

Cross-country tours are just a small part of the usability of a motorcoach. Many groups and businesses use motorcoaches for trips around their local area. Most charter bus companies have a large variety of suggestions for day trips, from a simple picnic across town to a ball game in a neighboring community.

Planning the Tour

Planning a trip can be as simple as calling to schedule a bus for a few hours to as complicated as arranging hotels, dinners, park admissions, routes, etc. Once you decide what you want, half the challenge is over.

The best place to start is with a map of the U.S. Construct a route you feel would be both interesting and rewarding to you and the others you are traveling with.

Once your route is fixed, go to your local charter company and let them see how much of the tour they can do, whether transportation only or the whole package. If they are limited to the coach portion only, consult a tour or travel agent for further assistance.

Most of the major tour bus companies have a tour planner on staff who can assist you with your planning. Local trips can be handled by the bus company. Long distance trips will be either handled by the bus company's tour organizer or by a tour company in your local area.

Touring America by Bus

A great way to rediscover America.

by Steve Russell

Tour planners, whether in a travel agency, senior club, bus company, or organization, normally plan the entire trip from bus to sleeping accommodations. Most major chains provide group bookings through their system which simplifies arrangements and ensures quality throughout the trip.


Once you've chosen your tour organizer, be sure to indicate the route you want to take, the accommodations you're looking for and how many people are in your group. Most coaches hold between 43 and 47 passengers, some even more. Within a couple of days, you will receive a quote for the entire package with or without a tour guide.

Cost

The number of people you have on the trip determines the cost. The fewer the numbers, the higher the cost. Most hotels and inns around the nation have special rates for 15 or more rooms. Contacting NESRA associates is a great way to discover the discounts available to your group. Deposits must be sent 60 days in advance with full payment due usually two to three weeks in advance. Always check availability with the hotels and inns prior to your start.

Conclusion

It's time to rediscover America, to experience the greatness of this country. Seeing the country first hand in comfort, meeting new friends and sharing new experiences are truly some of the major advantages of touring by bus.

It starts with a only a little imagination. The rest is simple. 

Steve Russell is a sales representative with Roberts Holiday Lines in Santa Ana, California.

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AND RECREATION ASSOCIATION

New Software Teaches Managers to Make Decisions

Simulated horror stories are helping managers learn to handle prima donnas, excuse makers and legal hazards. A software product called *Hold Your Fire* trains managers to make tough decisions and is changing the way people use computers. It turns a personal computer into a group discussion tool. It does the hard work of sparking the discussion and steering it into the grey areas of decision-making.

Hold Your Fire simulates problem employees and legal minefields—everything from personality conflicts, discipline and termination to substance abuse, sexual harassment and even death threats. This collection of managers' nightmares was developed by Wisdom Simulators, Inc., known for simulating angry customers, problem employees, technical snafus and other things that go bump in the daytime.

Each of *Hold Your Fire's* 10 simulations is an adventure. A prima donna is so obnoxious no one can work with him/her. A problem employee has been handed down from manager to manager—and now to you. An irresponsible employee named "Stella" shows her genius for concocting excuses. Complaints arise about sexual harassment and drug use. Two long-time employees have to be terminated—one for poor performance, the other for petty theft. One simulation centers around an employee who threatens to "blow away" one of his coworkers.

This video simulates the "horror stories" of veteran managers from more than 60 corporations, universities, hospitals, law firms and government agencies. After months of gathering people's war stories,

Wisdom Simulators created prototype simulations, then took them on the road, testing and revising them continually for more than a year. This ultimately involved hundreds of people from a broad variety of professions, ethnic and racial backgrounds and temperaments.

For more information, contact Wisdom Simulators, Inc., 97 Kirkland St., P.O. Box 853, Cambridge, MA 02238, (617) 491-4437.

Retirement Planning Guide Available

The International Foundation of Employee Benefit Plans has recently published *Financial Planning for a Secure Retirement*, by John T. McCarthy.

This 138-page preretirement planning book covers a range of topics including tax planning, insurance, special retirement planning concerns of women, housing considerations, estate planning, personal finances, fundamentals of investing, a pension's role in retirement, mutual funds and ways to estimate how long retirement funds will last.

Other chapters discuss Social Security, employer-provided pensions and what they can be expected to provide, and various approaches to accumulating a nest egg for retirement.

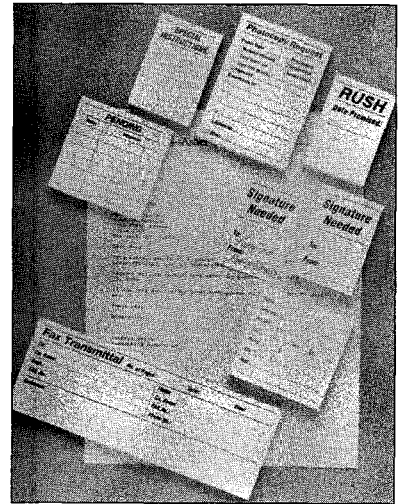
The book is intended for benefits personnel responsible for setting up preretirement programs, participants of those programs and financial planners.

Author John T. McCarthy, CFP, heads an independent financial planning practice in Wauwatosa, Wisconsin.

For more information, contact the

publications department of the International Foundation, P.O. Box 69, Brookfield, WI 53008-0069, (414) 786-6700.

Custom-Printed Post-It™ Notes Offered



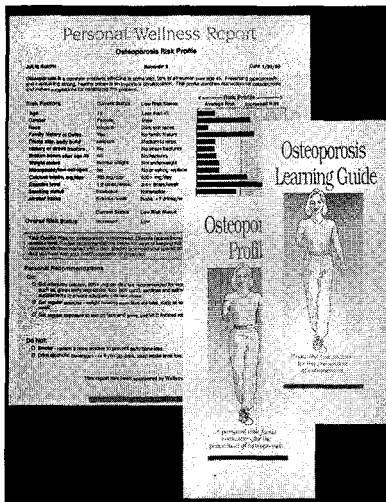
Caddylak Systems, Inc., announces the availability of Custom-Printed Post-it™ Notes. These new, specifically printed office tools attract attention while increasing efficiency by streamlining the process of moving information. Any message, whether it is a custom form, special instruction, promotional slogan, whatever is needed—can be printed in black ink on the classic yellow note pads. The adhesive strip on the back lets you post these notes just about anywhere. They can be quickly repositioned or removed without leaving a mark. Custom printing is available in short run quantities as low as 60 pads. Different pad sizes and/or different copy on pads can be combined for quantity pricing.

Thousands of large and small companies use them to prioritize

tasks, clarify procedures, disseminate information and more.

For more information, contact Caddylak System's Customer Service Department, 131 Heartland Blvd., P.O. Box W., Dept. SF, Brentwood, NY 11717-0698, (800) 523-9080.

Announcing New Health Promotion Software



Wellsorce™ Inc. has added a new member to its PC-based, health promotion software family. The Osteoporosis Risk Profile contains the latest information on this health risk concern.

The program identifies risks for osteoporosis and gives a personal report with guidelines for minimizing risk. The educational materials that accompany the program's report provide an excellent self-help guide and motivational tool to get people started on an active program to improve bone health.

This risk profile can be used at health fairs, medical offices, corporate wellness programs, women's health centers, nutrition classes and osteoporosis awareness programs.

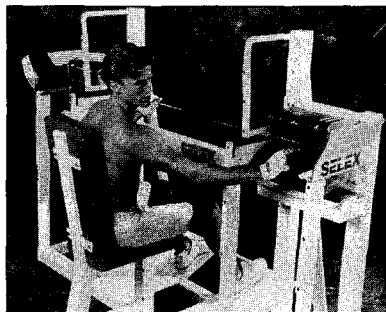
The questionnaire is easy to fill out, taking only two to three minutes to complete. The one-page report

covers the following areas of risk: Age, race, personal health, family health history, fracture history, exercise level, calcium intake, weight, body size, smoking and alcohol use.

The report compares the participant's current status with a standard low-risk status. Bar graphs illustrate risk results. A commentary on the individual's risk status and some personal recommendations appear at the bottom of the report. A one-line changeable sponsor phrase is printed on the bottom of the report. The program emphasizes positive encouragement rather than fear tactics in motivating people to make healthful changes.

For more information, contact, Wellsorce™ Inc., 15431 SE 82nd Dr., Suite D, Clackamas, OR 97015, (503) 656-7446.

Innovative Weight Lifting System



The flip of a lever is all that's needed to load and unload weight plates with the new Pyramid Selex weight-lifting system introduced and manufactured by Pyramid Fitness Industries, Inc. The revolutionary system uses a patented racking system and redesigned plates to make the process of lifting free weights compact, safe and easy.

The Pyramid Selex weight stations have an Olympic-size bar which is supported on each side by housing

specially designed weight plates. Each plate has a selection tab to indicate its weight—from 2.5 to 45 pounds. By flipping the Selex key, the corresponding weight plate automatically locks onto the lifting bar. The lifter simply slides the bar with weights out of the rack to begin his or her workout. When the workout is complete, the bar is placed back onto the support, slid into place and the weights released by lifting the tabs. No lifting is required to place the weights on the bar, and the weight plates always remain organized and accessible.

For more information, contact Pyramid Fitness Industries, 115 High St., Sharpsville, PA 16150, (800) 448-1888.

Disabilities Act Guide

The Americans with Disabilities Act (ADA) was signed into law by President Bush in July, 1990. Considered by many experts to be the most significant labor and employment statute in over a decade and the most sweeping civil rights bill in more than 25 years, ADA prohibits discrimination in hiring and firing based on physical or mental disabilities including such things as cosmetic disfigurement, manic depression and AIDS. It is also the first and only federal labor and employment statute to charge the employer with the burden of proof in a discrimination suit, rather than the employee. Scheduled to go into effect in 1992, its impact on both employers and disabled job applicants will be staggering.

Therefore, it is important that human resources professionals and all those involved in this issue begin now to interpret and understand this critical and complex piece of legislation. The Americans with Disabilities Act Handbook is the first and only detailed analysis of the requirements and protections of the

new statute. Beginning with an overview of ADA's approach and significance, the Americans with Disabilities Act Handbook:

- Summarizes the legislative developments leading up to final passage and Presidential signature.
- Addresses the concerns of the disabled by exploring the scope of the statutory definition of disability and the idea of being otherwise qualified for the job.
- Explains employer obligations, focusing on the burdens of proof, accommodation requirements and the limitation that employers need not suffer undue hardship in making reasonable accommodations.
- Considers litigation procedural questions and compares ADA to its model—the Rehabilitation Act of 1973.
- Provides suggestions for employer preparation for the act's implementation date.

Appendix A includes the full text of the Americans with Disabilities Act and Appendix B provides an overview of the act's requirements for public accommodations and services operated by private entities, including explanations of the physical access and facilities construction provisions.

For more information, contact John Wiley & Sons, 605 Third Ave., New York, NY 10158, (212) 850-6630, ext. 581.

New Playground Surface

The Fibar System playground surface has two distinguishing features. It is the only patented bulk surface which is both soft enough to cushion falls of up to 10 feet and also firm enough to be used by wheelchairs, crutches and wheeled toys, according to the company. The unique features of this surfacing and its economical pricing make it adaptable for play areas which

service both the able and disabled youth population; at the same time it meets the budgetary restrictions of concerned communities who want to conform to the requirements of the American With Disabilities Act.

The Fibar System is a multi-layered system using an amalgam of manufactured wood fibers which knit together to form a mattress-like surface ideal for both purposes. Excellent drainage allows for immediate use after a rainstorm; Fibar does not get windblown; the system does not deteriorate and is guaranteed for five years. Fully tested to outperform federal guidelines, The Fibar System requires minimal maintenance.

For more information, contact The Fibar System, Robert Godfrey, Ltd., 141 Halstead Ave., Mamaroneck, New York 10543, (800) 342-2721.

Convenient Information Tool

Abbot Office Systems introduces Quickeze, quick reference display systems that give you fast access to information you are required to use everyday.

This deskside organizer comes in three different styles and capacities: Wall unit with 10 pockets displays 20 sheets, desk unit with 30 pockets displays 60 sheets and rotary unit with 50 pockets displays 100 sheets. Each unit comes with a mounting mechanism (wall, desk or rotary), 8 1/2" x 11" "pop-in/pop-out" transparent pockets and pocket tabs for easy referencing.

Transparent pockets are framed with plastic covered wire for rigidity and color coded for easy location of different kinds of information. Use for directories, catalogs, prices, product specs, rates, codes, instructions and hundreds of other documents used in specific businesses.

Ideal for any workstation where

information has to be referenced on a day-to-day basis. Useful for hospitals, schools, sales, customer service, data processors, dispatchers, printers, shipping departments, etc., and perfect for industrial climates since the transparent pocket provides maximum protection for documents.

For more information, contact Abbot Office Systems, 6 Asbury Ave., Farmingdale, NJ 07727, (800) 631-2233.

Lawn Mower Helps Recycle Lawn Debris



John Deere Commercial Tricycler™ Walk-Behind Mowers help recycle lawn debris by adapting to changing lawn needs.

Tricycler™ commercial lawnmowers get their name from the phases a lawn experiences with changing seasons and from the recycling or mulching ability of the new mowers. A Tricycler provides a mulching kit, a side-discharge chute and a rear-mounted material collection system to help commercial operators adapt their equipment to the seasons.

In spring, grass is soft, lush and easy to cut; it grows quickly and needs frequent mowing. For these times, a Tricycler can be equipped with a "plug" and a mulching blade. The plug closes off the mowing chamber smoothly, so there's no shelf where clippings can build up

and fall out in a clump. By sealing the circumference of the mowing chamber, the plug causes the grass clippings to remain inside the mower deck long enough to be chopped into tiny pieces. The mulching blade is designed with reverse baffles that blow the bits of grass into the lawn where they disappear from sight. Because the grass clippings are tiny, they deteriorate quickly without adding to a thatch buildup.

In summer, grass grows more slowly, so you can follow the One-Third Rule (cut only one-third of the grass blade in any one mowing). Then, remove the plug to attach a side-discharge chute to work with the mulching blade. The chute channels clippings from the rear of the mower in order to blow the clippings out from the side and into the lawn.

For autumn leaf removal, the Tricycler can be equipped with a rear-mounted material collection system that gathers chopped leaves into a convenient bag. The chopped leaves can be used as a mulch for shrubs or as material for a compost pile.

The Tricycler is available in two models: A push mower with 5-horsepower, 2-cycle engine, or a self-propelled mower powered by a 5-horsepower, 4-cycle overhead valve engine that features full pressure lubrication.

For more information, contact Deere & Company, John Deere Rd., Moline, IL 61265, (309) 765-4459.

Prostate Cancer Booklet

The Cancer Information Service offers a free booklet: *What You Need To Know About Prostate Cancer*.

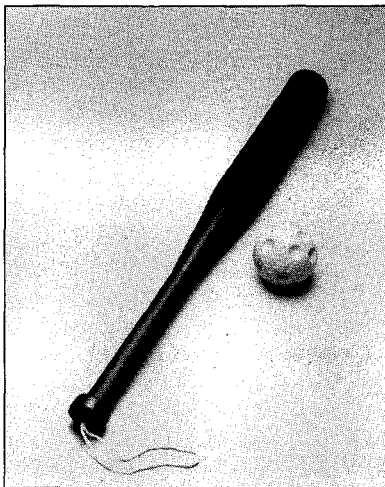
The booklet explains what is cancer, its symptoms, and how to diagnose prostate cancer. It also presents the stages of prostate cancer, the treatments and follow-up care.

Besides addressing the physical

aspects of cancer, the booklet also offers tips for adjusting to the disease and supporting cancer patients. Readers will also find research updates, medical term definitions and resource listings. The Cancer Information Service provides complete, clear and current answers to questions about all types of cancer.

For more information, contact The Cancer Information Service, 36 Wabash Ave., Suite 700, Chicago, IL 60603, (312) CANCER-1 or (800) 4-CANCER (in IL).

New Ball and Bat Combo Available



Sentinel Sports Products, a division of Packaging Industries Group, Inc., recently announced that in addition to the highly successful Pro Model Screwball, they will now offer a Screwball and Bat Combo-Pack.

The Pro Model Screwball is an aerodynamically designed baseball developed to improve motor-skills and enhance hand/eye coordination. Its patented dimple-design allows it to curve dramatically when tossed or thrown. Made of durable, lightweight high density foam, the 3" diameter ball weighs only 30 grams and can be safely used in the backyard, city

parks, swimming pools, playgrounds, gymnasiums and baseball fields.

In addition to Screwball, the combo pack will include a sturdy 31" molded polyethylene bat. Designed to create realistic play for the amateur enthusiast, the new bat features a textured handle for better grip control. In addition, a nylon safety strap is included for use during batting practice in small or confined areas.

For more information, contact Sentinel Sports Products, 130 North St., Hyannis, MA 02601, (800) 323-5005 or (800) 323-5001 (in MA).

Lee Fleecewear Available

New Label! New colors! New styles! Everything is new about Lee fleecewear and it is all available for immediate delivery at Foremost Athletic Apparel.

Crewneck tops have raglan shoulder and set-in sleeves. Pants have elasticized drawstring waist. Hooded pullovers have muff pockets.

Made of 95 percent cotton/5 percent acrylic, Lee 11-ounce fleecewear features rib inserts and full-cut, crossgrain body which minimizes shrinkage. Coordinating pants are traditionally cut. Adult sizes range up to XXL.

Fashioned from tightly knit 50 percent cotton/50 percent polyester, Lee 9-ounce fleecewear is generously proportioned. Sizes range up to XL.

Made of 50 percent cotton/50 percent polyester, Lee midweight classic fleecewear is available in adult, youth and juvenile sizes ranging to XXL.

For more information and a free catalog, contact Foremost Athletic Apparel, (313) 689-3850, with warehouses on 1307 E. Maple Rd., Troy, MI 48083; at 10390 Shady Trail, Suite 100, Dallas, TX 75220; and 1364 Parkside Pl., Ontario, CA 91761.



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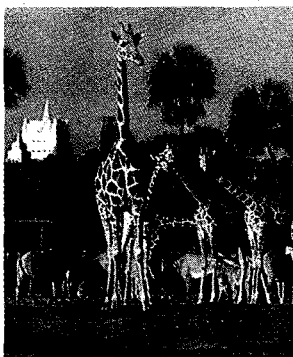
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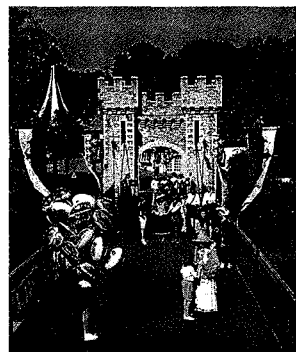


dens, Tampa, they can come face-to-face with wild animals of the Serengeti plain or journey through the jungles of the Congo

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EMPLOYEE SERVICES MANAGEMENT

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NESRA SCRAPBOOK

When Tomorrow Comes

“For the past half-century, the amount of leisure time available to Americans has been increasing rapidly and experts are predicting even greater changes—in the amount of leisure time and how we use it—in the next 30 years.

Some of the most interesting and thought-provoking comments are found in a special editorial supplement of “Leisure Today” in the March, 1972 issue of the *Journal of Health Physical Education - Recreation*:

- By the year 2,000, retirement at the age of 38 may be commonplace. Many industries are already encouraging retirement before age 65.
- Normal and healthy life to the ages of 90 and 95 are within the foreseeable future and would create unusual demands for leisure activities.
- Sabbaticals, year-long leaves long-accepted in the educational community, may become an industry practice.
- The rearrangement of work time to give greater priority to leisure is already taking place with some organizations testing four-day work weeks and with the growing number of three-day holiday weekends. Other possibilities include working half a year with the other half off. The average American now has nearly 800 hours available annually in terms of vacation and paid holidays.
- Work will become less and less the central goal in life. Once the source of fulfillment and self-identity, work is becoming less significant in these roles. More people see leisure as an opportunity for a “fuller life.”
- New leisure occupations will undoubtedly evolve. While the work ethic is changing, people still have a strong urge to be creative and productive in the use of discretionary time.
- Leisure will create unusual (and perhaps impossible!) demands for recreation and on parks. Rapid change and excessive decision-making in today’s society are already causing millions to seek positive, temporary escape from an overstimulating man-made environment. Witness the great surge of popularity in camping, backpacking, hiking and mountain climbing; the tremendous increase in attendance at national parks.
- American’s attitudes toward ownership is changing rapidly. So many of the “things” in our life are short-lived and disposable; convenience and use are becoming of greater importance than ownership. Experts predict an accelerated growth in rental business, particularly as it applies to recreation and leisure.
- Time will become the country’s greatest new resource. How we use it will affect all of mankind.”

—from *Recreation Management*, April, 1972

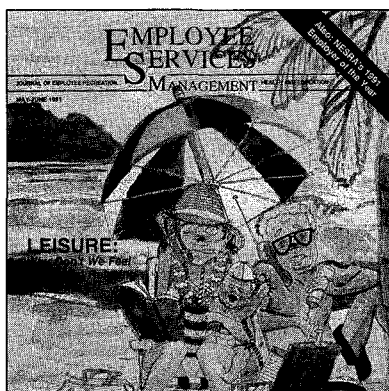
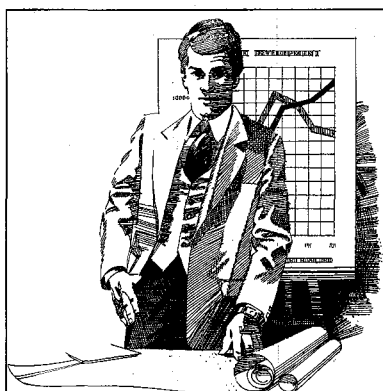
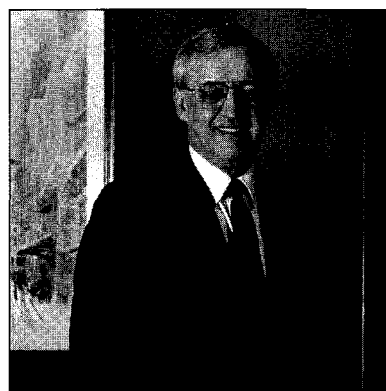


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EMPLOYEE SERVICES MANAGEMENT

VOLUME 34, NUMBER 4

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City of
Las Vegas

"EMPLOYEE SERVICES WEEK"
April 28 - May 2, 1991

WHEREAS; the National Employee Services and Recreation Association exists for the benefit of all commercial and industrial companies; and

WHEREAS; all well run companies recognize the value of employee services and for proper attention to their employees leisure time benefits, services and recreational needs; and

WHEREAS; the purpose of NESRA is to strengthen employer-employee relations while enriching the lives of individual employees and their families through affordable leisure time recreation; and

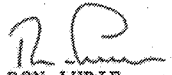
WHEREAS; training is made available to enhance the professionalism of those company personnel responsible for employee services; and

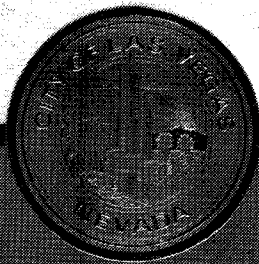
WHEREAS; NESRA is celebrating its Fifty Years of Pride and Progress; now

THEREFORE, I, Ron Lurie, Mayor of Las Vegas, do hereby proclaim the week of April 28 - May 2, 1991 as:

"EMPLOYEE SERVICES WEEK"

in Las Vegas and welcome the NESRA Conference to Southern Nevada.


RON LURIE
Mayor of Las Vegas



House Calls for Seniors

Some doctors at the Stanford Medical School have revived an old, time-honored medical tradition—the house call, reports the Stanford University Medical Center.

The new trend is part of a comprehensive care program for older adults doctors believe offers services not readily available to the community in a one-stop-shop. Included is a program to treat urinary incontinence—a seriously neglected problem among the elderly—and helping people plan how to stay fit for retirement. The physicians treat patients not only in their homes, but in the office or whatever setting is most appropriate.

The program, Stanford Senior Care, is located at the Stanford

Midpeninsula Health Center site in downtown Palo Alto, where other Stanford physicians already maintain a family practice with strong community ties.

The site is located within walking distance of many apartments and homes where older people in Palo Alto live. There's a loading zone for disabled people and street parking is easy. The program specializes in personalized care, abstaining from answering machines and other impersonal technology. The program is also within reach of the Stanford University Hospital and the specialists of the Stanford Clinic if a patient requires those services.

Making house calls or practicing medicine with a human touch may not make economic sense if you believe in the bottom-line philosophy

that dominates today's medicine. But it's crucial in caring for the elderly.

When doctors visit a patient's house they are not only providing a convenience to the patient, they are also evaluating and treating the special conditions and problems frail people experience in their homes.

Flyers Beware

Flyers beware: State and city laws are no longer protecting you from improper airline consumer practices, reports *The Wall Street Journal*.

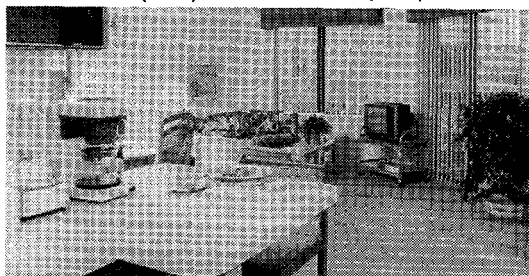
For years, the states and cities watched over the airlines to ensure they were obeying consumer protection laws. However, after a federal appeals court ruling, the cities

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and states have gradually ceased their hold on the airlines.

With airlines having this new freedom, consumers have encountered misleading ads and abruptly-ending frequent travel programs.

Airlines say they are not subject to the laws of each of the 50 states. They say they are governed by the federal government.

The U.S. Appeals Court in New Orleans also came to this conclusion in a ruling the Supreme Court let stand last October. The ruling would not allow states to sue airlines for running deceptive ads. The case focused on airline advertising but also settled the question as to whether or not the states can sue the airlines on behalf of customers.

With this ruling, airlines can promote bargain fares that aren't available on all flights and

consumers can't do anything about it. Airlines also overbook their flights, promising travelers a flight that may not actually be available.

There is a New York City law which prohibits businesses from imposing 100 percent cancellation fees for consumer services they didn't perform. Yet, airlines continue to offer nonrefundable fares.

The Air Transport Association says these practices don't violate consumer's rights. In some cases, such as the nonrefundable fares, they actually benefit the consumer.

School Grades and Success

Can you determine a person's success in life by their grades in school? Grades alone are not a good

predictor of success say panelists who participated in a video-conference sponsored by the College Placement Council, reports the College and University Personnel Association.

While recruiters place excessive concern on the credentials of candidates, especially on grade point averages (GPAs), panelists say recruiters should use GPAs as only one variable among others when choosing employees. They should consider the total person, not just the set of numbers making up his/her GPA.

One panelist said a student's GPA "combines unequal elements" since there is a lack of uniformity in grading systems. Grades are based on a value system of the instructor which means a student may receive two different grades from two different instructors. There is more

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room for inconsistency when students' GPAs are compared to those GPAs of students from other schools.

Overnight Invoices and Payments

In today's lean business times, getting paid on time and getting that money into the bank quickly is critical, says the Bureau of Business Practices. Even when an account pays according to terms, the transit time for the check can cost a significant amount in interest charges, points out Mel Chaskin, of Vanguard Research, Inc., Fairfax, VA. "You need to get your money as soon as possible—especially if you're operating on borrowed funds," Chaskin says. "The

collection process is critical in that situation, and anything you can do to speed up payment will save you money in the long-run."

Use overnight delivery to expedite payments when transactions involve large sums of money and if the cost of overnight delivery service is less than the amount of daily interest saved on an invoice. It is also beneficial to overnight invoices to customers faster by including them in existing overnight deliveries to branch operations in towns where you have customers, and having a company employee hand-deliver them. Overnight delivery is also a good idea in areas where regular mail is slow.

When you use overnight delivery, you know your invoice arrived because someone had to sign for it. Overnight delivery sends an important and urgent signal to the

person receiving it that you mean business.

Prenatal Care Pays

Companies are finding it's less expensive to offer prenatal care programs than it is to pay for care of sick newborns, reports *American Demographics*.

A recent study of newborns in New Hampshire shows each \$1 spent on prenatal care saves an average of \$2.57 in medical costs.

It costs "a lot more" for one major company to care for its 169 sick newborns than it does to care for its 2,418 healthy newborns.

Among this company's employee health-care categories, maternity was the most expensive. To save parents worry and the company money, the company tested a prenatal-care

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program on 6,000 pregnant employees and their dependents.

Today, all 75,000 employees are eligible for this program and 80 percent of eligible employees or dependents take advantage of it.

Women who enroll are first screened to determine whether or not they are in a "high-risk" pregnancy. High-risk pregnancies are determined by whether or not the woman smokes, drinks alcohol, has diabetes or has had miscarriages. Expectant mothers in this category receive specialized treatment for their risks.

The program is designed to get useful information to mothers-to-be as soon as possible to improve their individual situation. Its purpose is also to be sure women at high-risk are under a doctor's care.

Another company instituted a mandatory maternal education program in 1986 and discovered the

average cost per birth dropped from \$27,000 to \$3,000.

New Recycling Method

The same technology used to make paper can also be used to recycle it, according to *Insight*. Describing it as a steam explosion, representatives of Recoupe Recycling Technologies of Richmond, VA say the procedure is a superior alternative to nearly all kinds of recycling.

During the process, paper is exposed to high pressure inside a chamber. Then, the pressure is terminated triggering an explosion that leaves paper ingredients such as cellulose easier to form into new paper.

Other advantages to this process are more pulp is retrieved than with any other process and ink disperses

from paper fibers easily during the process. Other methods require the ink to be removed beforehand. It also works well on water-resistant paper, which is usually more difficult to recycle.

This system also saves time and money. Although the equipment costs \$40 million, it is \$25 million less than other procedures. It takes eight months to prepare the system for operation compared to the two-year start-up time of other systems.

Where Does the Time Go

What consumes an executive's work hours? Crisis management causing shifting priorities is the first major time eater, reports *Successful Meetings*.

Author of *Time For Success*, Alec MacKenzie surveyed time logs of

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thousands of executives to discover meetings didn't even make the following top 10 list:

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2. Telephone interruptions,
3. Lack of objectives, priorities, planning,
4. Attempting too much,
5. Drop-in visitors,
6. Ineffective delegation,
7. Personal disorganization,
8. Lack of self-discipline,
9. Inability to say no,
10. Procrastination.

Worker Shortage Lingers

Despite a slow economy, human resource executives report it's still just as tough as ever to find and recruit qualified employees, according to The Olsten Corporation.


As a solution to this dilemma, many have been turning to temporary, part-time or contract labor.

The survey, conducted in December, 1990, finds 88 percent of the panelists report the level of difficulty in recruiting qualified employees has remained the same or has increased over the past year. By comparison, only 8 percent report recruiting got easier.

These conclusions are drawn from a survey of members of The Olsten Forum on Human Resource Issues and Trends, a panel of North American human resource executives representing companies ranging in size from the Fortune 1,000 to small businesses. A total of 577 companies participated in the survey, entitled "Olsten Forum Survey on Recruiting, Hiring, and Turnover Trends."

Results lead researchers to predict that shortages of qualified employees

will continue, regardless of the economy's state. This continuing challenge will require companies to develop some aggressive and creative approaches to finding their desired workforce.

Companies are responding to this challenge in a variety of ways. More than 40 percent of the companies are increasing the use of part-time, contract and temporary workers to accomplish tasks. In terms of finding potential employees, almost all of the panelists report their companies rely on newspapers and periodicals—92 percent look for new applicants through the want ads. Almost as many, 85 percent, get referrals through current employees. Other popular recruiting methods are going through temporary, employment, and executive search services and college placement offices, indicated by more than half of the respondents. 

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Leisure: Why Don't We Feel Like We're Relaxing?



Even though reports indicate we have more time for leisure than we did even two decades ago, people seem not to notice. Their lives are busy, complicated from trying to juggle the demands of work and family pressures and meeting countless deadlines, both professional and outside of work. What is happening in the nebulous area between the time we think we have and the time we actually do have? This article describes our real and perceived leisure time as well as what the employee services and recreation manager can do to help employees gain more control over their leisure time.

by Elizabeth D. Martinet, editor

Time is one of society's more intriguing creations. This intangible concept is the source of countless seminars on how to manipulate it to our advantage (time management) and of as many seminars on how to correct the effects of worrying about it to the detriment of our health (stress management). Time permeates all facets of our work and leisure lives. We worry about getting to work on time, getting the children to daycare on time, picking them up on time, getting to our organizational meetings on time and finding the time to relax.

Most people do feel rushed, 58 percent, according to a study by the Newspaper Advertising Bureau.¹ Studies also indicate, though, Americans have more free time now than they did in 1965, about 40 hour's worth.² If we have so much free time, why do we feel rushed, pressured and lacking in the free time we're supposed to have? Diving into the statistical lives of the labor pool and the leisure time options available will help give you insight into how you can make your ES&R programming more timely for your organization's employees.

Time Is Relative

Einstein may also have been a genius punster. While discussing his theory of relativity, he explained the contradiction between time sometimes going by incredibly quickly (like when we participate in an activity we enjoy) versus when time seems to drag by slowly (going to the orthodontist comes to mind). To borrow heavily from Einstein, time is relative. This seems to be the same situation with the amount of free time we think we have. Although we spend less time at work now than we did in 1965, a growing number of Americans feel "frantic." Thirty-two percent of those aged 18-64 reported they "always" feel rushed to do the things they have to do, up from 28 percent in 1975 and 25 percent in 1956.³ This age group pretty much encapsulates the ages of those in the workforce.

It is interesting that even though a growing percentage of 18-64 year-olds report feeling rushed and actually do have less free time than other age groups, this group is the most likely to participate in organizational activities, attend cultural and sports events and so forth.⁴

So, while this age group feels rushed, they are finding ways to balance the demands of their worklives with the interests they pursue in their leisure time.

Americans seem to be realizing "time" is their own creation and are seeking ways to control their environments, to choose from among their options, and where none exist, to create options.

Working Parents

A large reason for the dichotomy between the free time we think we have and the free time we actually have is the effect of the baby boom generation, many of whom now juggle work and family responsibilities. Over 70 percent of people aged 30-44 feel rushed, according to the Newspaper Advertising Bureau Study.⁵ No one can deny working parents are a rare breed of people. Somehow, they find a way to orchestrate getting children to daycare, getting to work on time, picking up the children on time, running errands and performing necessary household chores like shopping and cooking. Whether they sleep is another matter.

The Rest of the Population

Surprisingly, although baby boomers skew statistics and working parents are justified in feeling they don't have much free time we actually do have more time for nonwork activities. In The Americans' Use of Time Project, researchers had subjects keep time logs to record the amount of time spent on work activities, including time spent at work, commuting, running household-related errands and performing household chores, versus the time left over for leisure, including going to school, organizational activities, sports, recreational activities and hobbies, watching television, reading and visiting with relatives. As mentioned before, this study found men average 40 hours of free time per week and women average 39.⁶ Further, since people are waiting longer to get married and people are waiting to have children, they have more free time for a longer period of time.

If all demographic segments have more free time than they think they do, where is the free time going? In The Americans' Use of Time Project, researchers discovered with every extra hour of free time Americans have gained since 1965, they spend an extra hour watching television. Of 40 leisure hours per week, Americans eat up 15 hours in front of the television set.⁷ TV, though, is not the only evil in a time-crunched world. We have more leisure time options than people did in 1965. In many studies, leisure has been shown to be more important to individuals than work. It's no surprise, then, leisure time options have expanded to meet consumer demand.

Trend-watchers are also aware of people's needs to control their time.⁸ Why else would VCRs, home

shopping networks, 30-minute workouts and microwaveable food, among other things, become so popular? Americans seem to be realizing "time" is their own creation and are seeking ways to control their environments, to choose from among their options, and where none exist, to create options.

ES&R: Creating Time

The employee services and recreation manager is in an excellent position to help employees control their time, to choose successfully from among many leisure options. In a sense, your job is to help employees create leisure time which meets their needs within the boundaries of other time constraints.

This is an incredible task, but a necessary one for your programming. You, too, have many options available to help you create time pockets for employees.

Employee Stores. Follow the example of other store chains and make your employee store the convenience it can be. Many member companies have taken this concept to heart. Capitalizing on the ease and speed of the microwave, the employee store at American Residential Mortgage includes a microwave and sells frozen foods employees can heat in the store. This is also an idea for vending machines. Offer nutritious items and, if they need to be heated, provide a microwave oven within easy reach of the items.

Similar to home shopping networks and mail-order chains, Texas Instruments' employee store has kiosks located in areas where employees are relatively removed from access to the store. Employees can select and order the items they want in just a few minutes.

Film drop-off locations, dry cleaning arrangements, selling sundries and cards are also ways to keep employees at work and help them run their errands in much less time than it would take if they ran all of the errands on their own.

Food Service Programs. In many locations, running to the nearest Burger Heaven for a quick lunch isn't an easy option, nor is it very nutritious. Offering nutritious items via a food service program is a good way to make sure employees are eating well and not rushing to make it back to their workstations on time.

Fitness. With the needs of working parents or individuals with other activities requiring attention "after hours," you can create ways to help employees find time for their fitness needs. United Methodist Publishing House has a policy in which employees can come to work 15 minutes early to allow 15 extra minutes at lunch so they have time for a workout. Many facilities open early and stay open late so employees who have time at these stages of the day can visit.

Health Promotion/Education. We all know there is more to being healthy than working out three to four

times a week. Education programs conducted at convenient times can reach a larger segment of the employee population. After all, even if you have the best health promotion program in the nation, it won't matter if no one can participate. Texas Instrument's health risk assessment program was conducted with this in mind. Testers visited individual departments and conducted the tests there. They then followed up with the individuals to encourage their involvement in a healthier approach to their lives.

Flexibility. Although this particular situation may fall outside your realm of control, flextime, alternative work schedules and alternative workplaces are all situations which help employees control the course of their day. I have not been able to find a study which shows people are at their most alert and productive between 9:00 and 5:00. People's internal clocks all function a little differently and considering other appointments and needs it only makes sense to offer flexible work situations. Even the manager with a "bottom-line" mentality can appreciate the concept that, as long as the work gets done on time, it matters little whether the work was completed at 7:00 a.m. or 2:00 p.m.

The Family. Programs which include the family cater to another employee need, the need to recreate together. Discount programs are options an employee can use to enjoy a movie, visit a park, go out to dinner, or take a trip as a family. This is one of the best time-savers around. By offering a discount program, you've saved an employee money and created the opportunity for the family to enjoy an activity together.

Sports leagues are another way to include the whole family. Children enjoy watching mom or dad play on the company team, and this type of spectator activity is much less expensive than paying to watch professional teams play.

Travel programs can also help in a couple ways. They can help parents take some time away from the children, or they can provide a great trip at a discount for the whole family. Finding ways to involve the family is a great service, a "time finder" for employees.

Aging Employees. The Americans' Use of Time Project also found men and women aged 51 and older have gained the most free time in the past two decades.⁹ Being aware of the leisure interests of an aging employee population can pay off for your programs. Those in this segment of the employee pool are the most likely to participate in sightseeing, driving for pleasure and picnicking. Half of those aged 50 or older watch or participate in sports and about one third still camp.¹⁰ Offering weekend trips and tickets to sporting events, among other activities, will appeal to these individuals.

Put these various segments together and you will notice your *entire* ES&R program is a way to save employees time, to create new time slots for them and to help them choose the best options for their time. In a very

real sense, you are helping employees find that extra hour during the day we all talk about wanting at one time or another. You already know ES&R's value as a recruitment and retention tool. You already know the positive benefits derived from ES&R and health promotion programming. You recognize the need to communicate the benefits of your programs to management and employees. When you market your programs, make sure to use examples of how your programs *save employees time*—employees are probably more interested in immediate needs being met than the nebulous ideas of long-term payoffs.

Conclusion

Workplace demographics have changed, are changing and will continue to change. This is indisputable. What is important for you to do is to cater to three different segments of employees: Those who make the time for leisure activities, those who are frazzled by the conflicts of work and family and those who have the time but aren't really sure what to do about it.

A few of the ways ES&R programs can help

employees save time, find time and use time to their advantage have been presented. You can create ways to fit your programs to the unique needs of your organization's employees.

While many people feel rushed and confused by the many options a growing leisure time industry provides, basically people are still trying to "beat the clock," to control their time. Your programs are excellent ways to help employees manage their time and choose from among beneficial leisure options.



FOOTNOTES

^{1,5} Cheryl Russell. "Editor's Note," *American Demographics*, April, 1989. Vol. 11, No. 4, p. 2.

^{2,7,10} Blayne Cutler. "Where Does the Free Time Go?" *American Demographics*, November, 1990. Vol. 12, No. 11, pp. 36-39.

^{3,4} John P. Robinson. "The Time Squeeze," *American Demographics*, February, 1990. Vol. 12, No. 2, pp. 30-33.

^{6,9} John P. Robinson. "Time's Up," *American Demographics*, July, 1989. Vol. 11, No. 7, pp. 32-35.

⁸ Thomas A.W. Miller, ed. "31 Major Trends Shaping the Future of American Business," *The Public Pulse*. Vol. 2, No. 1, p. 1.

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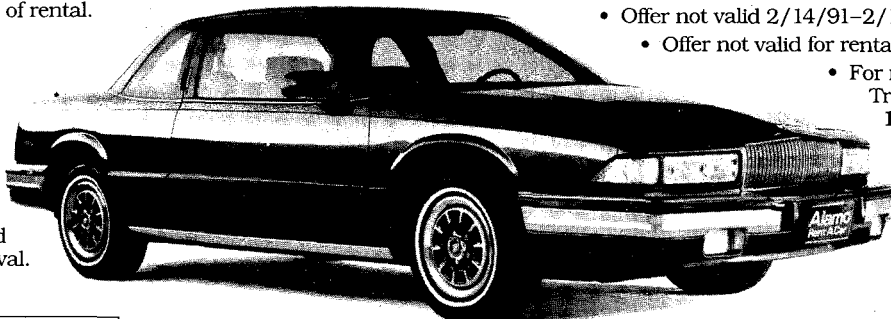
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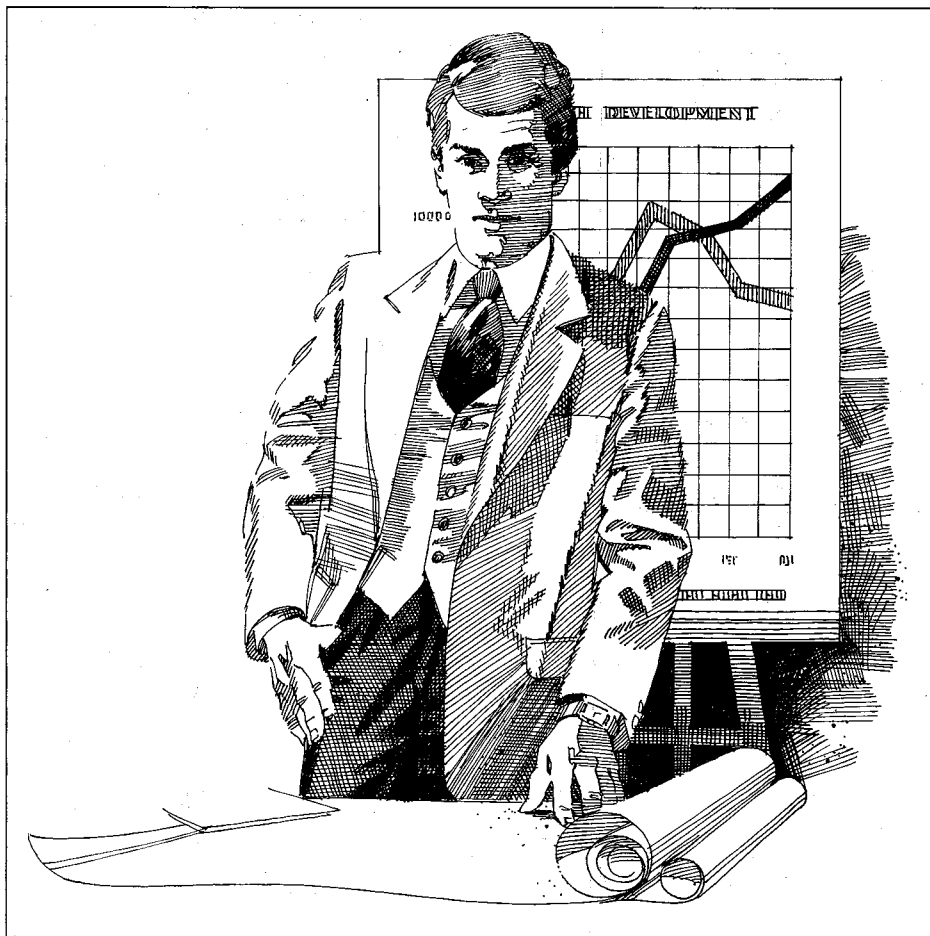
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Adopting an Entrepreneurial Attitude



In the 1970s and early 1980s, ES&R benefited greatly from the rapid growth and financial success of American business. Now, many global economic factors and a slowdown in the U.S. economy are resulting in dramatic reductions, or in some cases, elimination of ES&R funding and programs. To counteract this trend, ES&R managers must adopt an entrepreneurial attitude about their job and their departments.

by Joe S. Hauglie, CESRA

In the 1990s, more Asian countries will develop market-driven economies and in 1992, 12 European countries will combine to become the world's largest barrier-free market.¹ With new and stronger competition, plus the fact many experts state the U.S. is either in a recession or about to be, American businesses are tightening their belts. Computer companies, businesses involved with government contracts, banking institutions and the automotive industry are just a few businesses being forced to cut back. ES&R managers are being squeezed by these reductions, often allocated less money for their programs and in some cases having programs closed down completely.

Since these trends will undoubtedly continue into the '90s and beyond, ES&R managers must develop strategies not only to survive but thrive. One possible solution is for ES&R managers to adopt entrepreneurial attitudes, where they organize and manage their function as a business or enterprise. The result will be a "business" less dependent on the company's finances and geared more toward providing quantifiable returns on investments.

Entrepreneurial Attitude

To adopt entrepreneurial attitudes, ES&R managers must look at themselves as entrepreneurs, people who will take full ownership and risks to make their businesses financially successful. In a very real sense, ES&R managers do take a financial risk. If the manager cannot provide ES&R programs the company perceives as a worthwhile investment, the company may decide to discontinue the program.

The two goals of adopting an entrepreneurial approach are to:

- Become less dependent on company financial support.
- Ensure money allocated by the company to ES&R has a return on the investment.

If these goals are accomplished, ES&R will be viewed as a high-value, low-cost program. If ES&R managers provide quality services to employees at little cost to the company, the chances of the program being a target during budget cuts is greatly reduced.

The main objectives of ES&R programs are to provide positive employee morale, enhance recruitment, build employee relations and reduce employee turnover. During "good times" these objectives are viewed as extremely important and funding usually is allocated. In "lean times" many organizations lose sight of these objectives. It becomes hard to visualize the many benefits in real dollars. ES&R managers need to investigate ways to deliver their services without being a financial drain, plus convince the company the money invested in ES&R creates a financial return.

Employee Services As Entrepreneurial

Several examples indicate how ES&R programs can be perceived as entrepreneurial endeavors.

Control Data Employee Store. At Control Data Corporation in Minneapolis, Minnesota, a comprehensive business plan was developed to receive approval to operate an employee store. The business plan included a needs assessment, market strategy, a three-year pro-forma profit and loss statement, staffing needs and start-up funding requirements.

The intent was to request a business loan from the company as if it were a bank. The business plan included remodeling costs and funds needed to purchase initial inventory, fixtures and a cash register. It also included a projection of how long it would take to pay back the company for start-up costs.

Control Data management deemed the business plan solid and allocated funds to start the business. Currently, ES&R at Control Data manages three employee stores. Control Data's initial investment was paid back within the first year of the store's operation.

Honeywell, Inc. Employee Association. In 1985, Honeywell, Inc. in Minneapolis, Minnesota, faced some tough decisions regarding staff and programs. ES&R manager Bob Crunstedt, CESRA, immediately began to develop strategies to help offset reductions in their funds and head count. His goal was to investigate sources to generate income that would enable ES&R to be less financially dependent on Honeywell. Crunstedt approached the Honeywell Credit Union. He was not seeking financial assistance, but wanted to learn how the credit union operated as a separately chartered employee service. Crunstedt also contacted NESRA peers at Lockheed, Texas Instruments, 3M, General Dynamics, National Institutes of Health and Oneida to learn how their successful programs were organized.

In 1987, Crunstedt used this information to organize the Honeywell Employee Club of Minneapolis Incorporated as a separately chartered entity. "We combined company resources with our own to become less dependent on Honeywell to fund the program," Crunstedt said. "Honeywell sets up a receivables account so the Employee Club can reimburse the company for expenses." This is reconciled on a monthly basis.

The Honeywell Employee Club uses membership fees, money generated through various programs and corporate contributions to fund their activities. The amount of money the corporation contributes to the program is considerably less than before they took the entrepreneurial approach to be more financially independent.

Coors Fitness Center. Adopting an entrepreneurial attitude in ES&R does not mean all programs have to generate income to support themselves. For programs that

do not generate direct income, the ES&R manager must justify a viable return to the company for the investment. The Adolph Coors Wellness Center in Golden, Colorado, is an excellent example of a positive return on investment. This center takes a comprehensive approach to disease, including health-risk assessments, nutritional counseling, stress management and programs for smoking cessation, weight loss, orthopedic rehabilitation and aerobic exercise.²

Employees and their spouses may choose to participate in on-site mammography and blood-pressure screening, employee and family counseling, prenatal and postnatal education. William Coors, Chairman and CEO of Adolph Coors Company, points out, "The facility is not just a fitness center, it's a learning center—a place where our employees can learn the lifestyles that will keep them from getting sick."³

Researchers from the University of Oregon's Graduate School of Management conducted a cost-benefit analysis of the Coors program in 1988. They projected its wellness activities would save the company at least \$19 million during the next 10 years through decreased medical costs, reduced sick leave and increased productivity. That translates into a \$6.15 return on investment for every \$1 spent.

Thanks to the wellness program and other cost-containment efforts, Coors' health-care costs rose just 5.9 percent between 1988 and 1989, when most companies were fighting increases of more than 18 percent.⁴

Company Culture Programming

Can an ES&R manager take an entrepreneurial approach and still stay within the corporate culture? It is imperative to understand upper management's expectations and develop strategies for ES&R programming to tie in with the company's strategies. At Coors, for example, wellness is part of their corporate culture.

ES&R plays an important role in establishing corporate culture. Bob Crunstedt, CESRA, of Honeywell states, "In this business, if you are not in tune with management's expectations and interests, your program can sink quickly."

At Control Data, the company is committed to the following management values:

- To be a highly profitable, conservatively financed company known for its excellence in management.
- To be a source of high quality products and services the company's customers consider of high value and essential to their own success.
- To be an employee-oriented company its employees view as an exceptional place to work.⁵

Control Data's ES&R staff develops programs reflecting these same values. Programs are designed to help the company save money. ES&R offers high-value, high-quality services to employees, the customers. All ES&R programs contribute to a positive and healthy

Programs Providing Return on Investments

Program	Return on Investment
Wellness Programs	
Fitness Centers	Reduce Health Care Costs
Health Education	Reduce Health Care Costs
Smoking Cessation	Reduce Health Care Costs
Stress Reduction	Reduce Health Care Costs
Work and Family	
Work/Family Policies	Increase Productivity
Childcare Support	Increase Productivity
Eldercare Support	Increase Productivity
Service Award Programs	Retain Employees by Recognition
Employee Stores	Keep Employees On-site
Recycle Programs	Save on Trash Removal Costs
All ES&R Programs	Recruitment, Retention, Employee Morale, Employee Relations, Productivity

culture, which helps employees view Control Data as an exceptional place to work.

Tying closely with and contributing to corporate culture will enhance the viability of ES&R programs and gain management's support.

Benefiting Employees

When using an entrepreneurial approach, the customer becomes the focal point. Entrepreneurs know their business success relies directly on meeting customer needs. To determine employee needs, ES&R managers should conduct market surveys, study the company's demographics and conduct focus groups before developing a new program. Participants should evaluate programs so ES&R managers can determine how well employee needs are being met. Implementing suggestions from these evaluations will increase the value and participation in the programs.

Before opening an employee store, developing an employee recreation park or selecting gift items for a service award program, ask the customers what they want. Without employee input these programs could become immediate failures.

While focusing on employee needs, one issue receiving a tremendous amount of attention in the 1990s is balance between work and family. While this topic deserves a separate article, one major issue is dealing with employees' sick children.

Many employees can no longer stay at home with their sick children, a reality in our society. This results in a great deal of time needed to make arrangements for the child's care and increased stress on the employee. Both create a negative impact on the employee's productivity.

Special daycare facilities for sick children are now available in many parts of the country. Costs for a full day range from \$70 to \$120. Sue Bonoff-Seitel, a consultant with Work and Family Connection in Minnetonka, Minnesota, says studies have shown companies save \$3 in productivity costs for every \$1 spent on daycare for sick kids.⁶ In this program and others, management needs to be convinced the money invested is worth the return in employee productivity.

Another example of investing money to increase employee productivity is installing an on-site employee store. The store provides a convenience for employees, but also keeps employees at the worksite, making them more productive. The end result is employees who benefit from programs that respond to their needs.

Limitations

There are limitations for ES&R managers pursuing entrepreneurial endeavors. ES&R programs formed as

separately chartered entities assume legal responsibilities and must abide by numerous IRS restrictions and regulations. Also, developing market surveys and business plans and learning entrepreneurial skills is very time-consuming. Employees may feel they are paying too much money for programs that generate income or feel their fees are being used to support programs they do not participate in.

When ES&R programs become self supporting, financial assistance is no longer required from the company. A possible drawback may be ES&R managers would no longer compete for budget dollars or have to justify programs. This may result in upper management taking ES&R programs for granted and forgetting their real value.

Conclusion

In the past, ES&R was seen as a service organization, but now many ES&R managers are being forced to manage their programs as a business. In the process, ES&R managers must refocus on employee needs. Hopefully, programs developed from the entrepreneurial approach will be of high value to employees, who will be willing to share the cost for the programs through participation fees. This will make ES&R less dependent on company financial support. When company funds are needed for other ES&R programs, the manager/entrepreneur must justify the return on investment for the company.

Entrepreneurs need vision, insight and the ability to develop creative programs which provide these positive returns. The ES&R manager learns new skills as an entrepreneur, becomes less vulnerable to budget or staff reductions, better serves employees and saves the company money.



Joe S. Hauglie, CESRA, is manager of employee services network at Control Data Corporation in Minneapolis, Minnesota.

FOOTNOTES

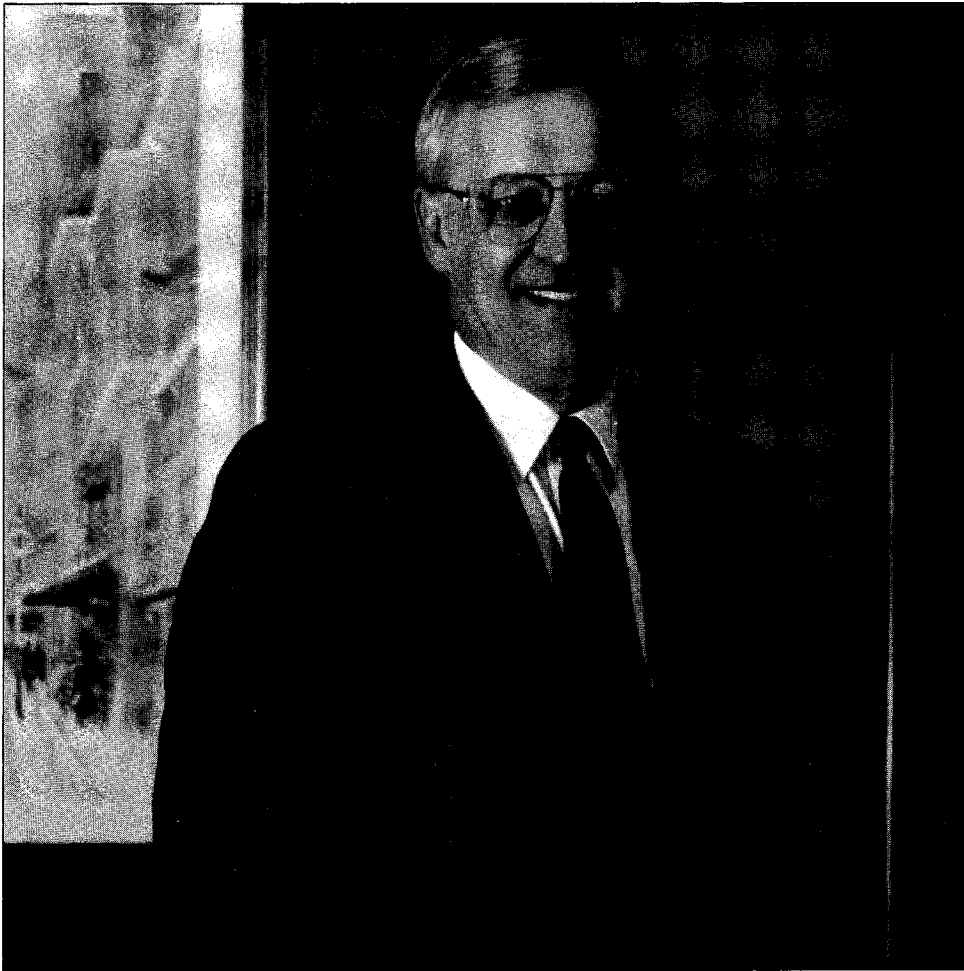
¹ John Naisbitt and Patricia Aburdene, (1990) *Megatrends 2000*. New York: Avon Books.

²⁴ Shari Coudron, "Wellness Works," *Industry Week*, February 4, 1991, pp. 22-26.

⁵ Control Data Corporate Profile and Recent Events, Winter/Spring 1991.

⁶ Kurt Chandler, "Ex-nurse to Open Four Day-Care Centers for Sick Kids," *Star Tribune Newspaper of the Twin Cities*, Friday, March 15, 1991, p. 18A.

NESRA's 1991 Employer of the Year



An interview with Jerry R. Junkins, chairman, president and chief executive officer of Texas Instruments Incorporated in Dallas, Texas.

An organizational culture that places a high value on people and tries to couple individual goals with company goals makes Jerry R. Junkins, chairman, president and chief executive officer of Texas

Instruments Incorporated in Dallas, Texas, NESRA's 1991 Employer of the Year.

Mr. Junkins joined Texas Instruments (TI) in 1959 as a manufacturing engineer in the

Apparatus Division. He has also served as manager of manufacturing control, manufacturing superintendent, manufacturing manager of the Radar Division and manager of the Equipment Group.

He was elected assistant vice president in 1975; vice president in 1977, executive vice president in 1982; member of the Board of Directors in 1984; president and chief executive officer in 1985 and chairman in April, 1988.

Texas Instruments is a high-technology company with manufacturing facilities in 18 countries and sales and marketing operations in more than 30 countries. TI develops, manufactures and markets semiconductors, defense electronics systems, software productivity tools, computer systems, industrial automation and control systems, electrical controls, metallurgical materials and consumer electronics products.

Junkins is proud of the unification of the 17 different Texins Associations across the country. The National Council of Texins Associations, formed in 1983, meets three times per year to promote consistency throughout all TI locations.

ESM recently interviewed Mr. Junkins to learn more about his commitment to enhancing employee quality of life at Texas Instruments.

ESM: How would you describe your general management philosophy?

JUNKINS: People are the key differentiator in the success of any organization. The commitment, execution and enthusiasm they bring to the organization can make all the difference in a company reaching its goals.

The role of top management is to set the strategic direction and goals for the organization as a whole. In addition, all managers need to help their people become more effective in their day-to-day work. This means giving the people who run the businesses the authority and power, services and support they need to be most effective and seeing this philosophy is communicated and practiced throughout the organization.

I believe ES&R programs are a vital part of the support infrastructure that a company can provide to its employees.

ESM: How does your support of ES&R programs complement this philosophy?

JUNKINS: We see ES&R as one part of a total package that includes competitive salaries, benefits and health promotion services and activities. All of these are designed to let our people know we value them, and we view them as the key contributors to our company's success. From a corporate perspective, we've shown a willingness to adopt programs that contribute to our people's well-being, because ultimately that will make them more effective on the job.

We've tried to design our ES&R programs to address the total well-being of our employees and their families by providing them with programs that can enhance their physical, mental and emotional health.

ESM: How would you describe the atmosphere at Texas Instruments?

JUNKINS: Our culture is one that places a high value on our people and tries to couple individual goals with company goals.

I personally think TI people are the best around. I've been with this company more than 30 years. During that time, customers who work closely with our people are always impressed with the quality of their work and with them as individuals.

The people at TI work hard and are always committed to doing the best job for the customer, while maintaining the highest standards of quality and ethics.

Those characteristics serve us well because we are in a very competitive industry: Electronics. We depend on our people—their strength, their commitment to

excellence, their ethical behavior—to succeed in today's global markets.

ESM: How important is ES&R in achieving this atmosphere?

JUNKINS: The bottom line is ES&R activities are people programs, and our support for them is just one example of TI's commitment to its people. We strive to develop and deliver world-class ES&R programs to our employees. We continually look for ways to improve these programs to help them better respond to our people's changing needs.

If people feel good about themselves, it will automatically spill over into the workplace. We believe the return on these ES&R investments benefits both the individual and the company.

ESM: Give us a brief overview of Texas Instrument's ES&R programming, its history and present programs.

JUNKINS: TI has a long history of involvement with various employee activities that today fall under the ES&R umbrella. Our first employee association, Texins, was formed in 1953. That gives us more than three decades of experience in seeing the benefits that accrue to our people by participating in both competitive and noncompetitive leisure pursuits.

We've taken some policy and procedural steps that have enabled Texins to grow with our populations and better serve our people. For example, TI now provides the capital funding for all new Texins facilities, and we don't charge the individual associations rent and utility expenses.

We were one of the early companies to implement a clean-air policy by prohibiting smoking in all TI buildings, except in designated areas.

Our drug-free policy, though not an ES&R program, is another example of how TI took the lead in helping create a positive environment

for its employees. TI was one of the first private companies to institute a large-scale comprehensive drug-free policy. It balances random testing with rehabilitation assistance for Tiers and their families through our existing employee assistance program. The policy goes beyond the minimum legal requirements and it is consistent with our goal of maintaining a drug-free workplace for our employees in order to foster a safe, productive environment in which they can work.

Three years ago, we began corporate sponsorship of a formal wellness and health promotion program we call Lifetrack. Lifetrack is yet another step in the evolution of our ES&R programs. Under this coordinated effort, a number of health promotion programs are now available to our employees and their families at several sites. These programs range from providing health fitness assessments to heart-healthy cafeteria and vending machine foods. The primary focus of these health promotion programs is on health awareness education and preventive health care.

ESM: TI's programming has earned the respect of ES&R professionals across the country. Why is TI so involved in employee wellness?

JUNKINS: We believe an increased emphasis on individual responsibility for managing personal health is a vital long-term approach to curbing rising health-care costs.

Research shows lifestyle has the most influence on an individual's health. In fact, our own research shows a definite correlation between lifestyles, health risks, health status and health-care costs.

TI is beginning to educate our people in just how much control they do have on their individual health and well-being. Ultimately, if we're successful in this effort, we'll all be winners—both as individuals and as a company.

ESM: An extensive array of ES&R programming is available at each of TI's locations. Do you feel this helps unite Texas Instruments, Inc. as a whole?

JUNKINS: Absolutely. Whether you work at our site in Attleboro, Massachusetts; Johnson City, Tennessee; or Dallas, Texas you can participate in some aspect of ES&R programming, such as Texins Fitness Centers, preventive screenings at our health centers, or Lifetrack heart-healthy cafeteria services.

In addition, our people recognize that the level of many of our programs is unique to TI and the overall quality of these programs creates a strong sense of pride.

ESM: What trends do you see in employee services' offerings?

JUNKINS: I think there will be greater focus on proactive prevention and education programs that cover not only the employee population, but their families as well. We need to treat the family as a unit and recognize that the well-being of each family member is of great concern to our employees.

I believe health and well-being issues are going to be major corporate and individual challenges for the '90s.

ES&R programs can play an increasing role in a corporation's health-care cost-containment strategy.

ESM: To what do you attribute the overall success of your ES&R programs?

JUNKINS: Because TI management recognizes the importance of these programs, we've allocated resources to support ES&R even during periods of business downturn. This support takes a variety of forms—capital expenditures, cost-sharing programs with employees and preventive health-care benefits.

As with all TI projects, quality is a critical element in designing our ES&R programs. All are designed with our customers' needs in mind. We use employee surveys as one tool of determining just what those needs are. To better serve those needs, we are developing a synergistic delivery system that uses multiple organizations within TI, such as corporate benefits, medical, corporate health promotion, Texins, safety and others. All of these groups are focused on a common goal of health excellence. Having top-quality, professional staff deliver these services is part of the standard TI employees have come to expect of their ES&R programs. Finally, we actively promote and market these services to achieve maximum participation.

ESM: Is there any particular employee service or recreational program at Texas Instruments of which you are especially proud (or one program in which you participate or are involved)?

JUNKINS: Texins' long history and continually expanding role in serving the health and fitness needs of TI employees and their families is a standard of excellence in which we take considerable pride. TI's resources of 11 dedicated, comprehensive fitness centers are matched by few other companies.

We're also proud that when visitors and customers come to call, we can offer them a heart-healthy meal from our Lifetrack menu. It gives our visitors the message that health is important to TI.

ESM: What are your personal leisure pursuits?

JUNKINS: I enjoy golf, walking, cutting wood, reading and tend to balance these with work activities.

ESM: In your opinion, what is top management's role in activity support?

JUNKINS: Management can go a long way in creating an environment in which ES&R programs thrive. We can allocate resources for them. In addition, we can help create an atmosphere that encourages people to participate in these programs.

On a more personal level, by adopting positive lifestyle and health practices, we can also serve as role models of personal health management.

ESM: As the CEO, what do you expect from your ES&R staff?

JUNKINS: Our ES&R staff has to provide high-quality professional programs and services that support employee needs and corporate objectives. In addition to being outstanding role models, we also expect them to be visionaries in developing new approaches in health promotion, employee services and recreation programming that can help TI maintain its leadership role in the ES&R industry.

ESM: How have your expectations changed in the past five years?

JUNKINS: Over time, we've seen a much greater appreciation of the contribution ES&R services are able to provide in helping TI meet its objectives.

The ES&R organizations have realigned the services they offer to help address the evolving needs of our employees and the company. For example, when we implemented our clean-air policy, Texins Fitness Centers were able to provide all the smoking cessation programs for our employees. More recently, Lifetrack, corporate benefits, TI health centers and Texins helped develop a prenatal program, Start Smart, that provides early prenatal education and support to our employees and families. The program's ultimate goal is early identification of pregnancy, which would lead to early prenatal care, hopefully resulting in a reduction of high-risk pregnancies.

In addition, a few years ago we recognized the need for a more comprehensive health promotion approach that would address the needs of all TIers and their families, rather than focus exclusively on individual ES&R programs geared to specific targeted audiences. Our Lifetrack program was developed out of a recognition of this need.

ESM: What are the benefits of an employee services and recreation program to the employee?

JUNKINS: Because it's a busy world, ES&R programs give employees convenient, low-cost, easily accessible ways to gain entry to a number of health promotion and recreational services.

In addition, the nature of these activities provides a forum for coworkers to communicate outside of the traditional business setting and oftentimes the teamwork and friendships that result can be carried back to the workplace.

ESM: And the benefits to the company?

JUNKINS: In addition to the communications and teamwork described above, these programs and TIers who participate in them can help us achieve our goal of management of health-care costs. We also believe that ultimately these ES&R programs should have a positive impact on employee productivity.

ESM: We've all heard reports or felt the impact of these uncertain economic times. How do you feel ES&R programming has helped ease the concerns for employees?

JUNKINS: ES&R programs can't ease all the concerns of employees during stressful times, but they can help.

Participating in ES&R programs can help TIers develop the strength and energy they need to cope during

difficult periods. For example, recreation outlets can provide a means of relaxation, which is important in managing stress. Increased physical fitness provides the energy reserves necessary to better meet the physical demands of stress. Health promotion also teaches balance, that is, how to use a holistic approach to cope with uncertainty.

Finally, continued support for ES&R programs communicates that despite difficult periods, care for our people's personal well-being is of great concern to the company.

ESM: Do you feel ES&R programs produce bottom-line savings in terms of better health and increased productivity? Why?


JUNKINS: Ultimately, we believe a healthy individual will use the health-care system preventively. We know that prevention costs much less than treatment. Likewise, people who are physically fit seem to exhibit more vitality and energy, which translates into a more productive employee.

ESM: What do you believe the future holds for ES&R?

JUNKINS: I believe ES&R programs will increasingly focus not only on employees, but on their families as well.

Changing demographics will alter the composition of TI's future workforce and the effective management of this change is essential to our future. ES&R programs are an integral part of the strategic plans we are developing to assure TI a highly qualified workforce in the years ahead.

They are one more tool TI has to address the challenges of the '90s, which range from successfully managing diversity, to employee relations, to health-care cost containment.

ES&R programs will continue to provide support and services to TI's greatest asset—our people. 

HAPPY ANNIVERSARY, NESRA!



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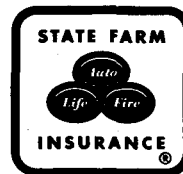
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For 50 years, the National Employee Services and Recreation Association has been providing its members with the education, resources and professional development they need to offer quality employee services and recreation programs to their organization's employees.

The companies shown on these two pages have helped make NESRA the association it is today: An association dedicated to enhancing employee quality of life.

Creating the Creative Thinking Program



As applied to the workplace, creative thinking is a skill enabling employees to identify and solve problems through individual or group effort. In an increasingly competitive and global business environment, applying new ideas or coming up with creative solutions can have a definite, positive impact on an organization's success.

Since creativity involves changing the "normal" way we think, workshops designed to get the creative juices flowing can prove most beneficial.

by Larry W. Boone, Ph.D. and Harry Meyer

Creativity is any form of novel action that leads to useful and predictable results. Creativity may involve the awakening of new thoughts, the rearranging of old learning or the challenging of worn-out assumptions. Arthur Koestler, author of several books on creativity, claims the creative act is not an "act of creation" in the Old Testament sense; it does not create something out of nothing. Rather, it is the process of recognizing problems,

then uncovering, selecting, reshuffling and synthesizing an inventory of facts, ideas and skills to devise solutions. Creative thinking is a mental skill that enables workers to identify and solve problems through individual or group imaginative effort.

Like a physical skill, such as swimming, creative thinking should be learned on two levels. The first is conceptual. A beginner is taught fundamental techniques,

the do's and don'ts of creative thinking, by people who have previously been successful in the activity. They teach the basics to newcomers by virtue of their first-hand experience. On the second level, the student learns by practice. To really learn to swim, the beginner, after being introduced to the techniques of swimming, has to jump into the water. To really learn to be creative, the beginner has to jump into his/her job with a creative attitude, ready to reap the rewards and suffer the risks of the creative endeavor.

Training workers to think creatively follows the same two-step process. First, a series of seminars can be presented in which creative thinking techniques are introduced. Usually, this kind of training in fundamental thinking processes must begin by overcoming many of the "rules" all of us were taught in school. For example:

- School's rules: There is only one right answer; logical thinking is the only good thinking; ambiguity is bad.
- Creative rules: There may be many right answers; illogical thinking can be productive; ambiguity should be welcomed and sustained.

Second, the beginner must take newly learned techniques and practice. Workers have to feel free to use their new methods on the job, a usage which can only be sustained if management creates an environment that supports creativity. Managers, therefore, have to be willing to tolerate different kinds of behaviors on the job.

Benefits to Managers

The positive effects of creative thinking can be appreciated by looking at the benefits available to different types of users. Let's first examine what managers can expect from using their own creativity and by supporting the creativity of their workers.

Two major responsibilities of managers are solving problems and initiating action. Many problems never seem to go away, usually because the same old basic remedies which have produced only limited success in the past are applied and reapplied. A manager's personal use of creativity opens new horizons; it introduces new solutions to old dilemmas. It is a mental skill anyone can master. As with any physical skill, with practice it becomes habitual and is applied automatically when problems pop up in the work environment. Over time, using creativity techniques becomes a mental reflex.

Creativity is the
process of recognizing
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and skills to devise
solutions.

The role of workers is to make their boss look good, otherwise why would they have been hired and kept on the payroll? Workers have assignments which usually correspond to their bosses' problems as well as their own. If workers are introduced to the techniques of creative thinking through internal training and supported by the boss in applying their creativity to devise and take action on new and effective solutions for their problems, the boss' reputation may skyrocket. At the same time, something good will happen for the organization. New solutions will start to achieve goals for higher productivity, better quality, improved customer service, and any other objectives the boss may set and turn the workers loose to accomplish. In this case, everyone

wins: The organization, management and employees.

Recognizing the availability of such favorable outcomes, it makes sense for managers to invest in creative thinking skill development for themselves and workers. The payoff potential is unlimited.

Benefits to Workers

Research has also shown workers who are given training in creative thinking view such skills as being useful both on and off the job and, therefore, believe their personal skills have been upgraded. This belief leads to improved motivation and job satisfaction as well as feelings of empowerment. Also, the use of creative thinking has been linked to better team performance because so many creative endeavors require the sharing of ideas and cooperation from others in devising and implementing something new. Workers get the idea that working together is necessary and beneficial and therefore develop the habit to do so.

Risks of Creativity

There can be a significant downside to creative thinking. Creative workers can be inconvenient to manage; they can often be disruptive because they see the value of encouraging new ideas and change. They purposely and frequently "rock the boat." They may become impatient with the "same old way" of doing things, which managers may count on to maintain control and stability within the organization. Workers who detect managers who talk about creativity but do not support it

through their actions grow dissatisfied and quickly lose motivation. If managers are not ready to involve themselves in change efforts, they may regret encouraging creative thinking.

Creative people may act in surprising, unpredictable ways. They may disregard structure, rules and procedures. Refusing to play their part in a management-tuned orchestra, they occasionally produce noise. Creative thinkers may be viewed on the surface to be "goofing off." There is no measurable or guaranteed product from their endeavors. Problem solvers searching for a creative solution are often away from their workplaces, talking to other people, searching for someone else's perspective to their problem. "Offbeat" and observable behavior like this can frustrate coworkers and irritate managers, unless their potential contributions to the organization are recognized and valued.

There is also personal risk in creative thinking. Because creative ideas are new and different by definition, the creative thinker opens him/herself to ridicule and embarrassment by offering ideas others may view as "crazy." The creative employee has to develop an attitude tolerant of failure; managers will be called upon to support some efforts that will inevitably be less than fully successful (i.e., total failure). Creativity carries no guarantee of success. Thomas Edison, when asked if he was discouraged after many unsuccessful attempts to make a light bulb, replied to the contrary. He was, in fact, encouraged that he now definitely was sure of hundreds of ways that light bulbs could not be produced. One of his future attempts succeeded and that was all he needed.

Individual/Group Approaches

Creative thinking can be applied through individual or group effort. Given some introduction to tried-and-true tools for stimulating creativity, individuals can improve their sensitivity for recognizing and defining problems and then uncovering, selecting, reshuffling and synthesizing their personal inventory of facts, ideas and skills to solve those problems.

Group efforts toward creativity are often useful because there is obviously a larger set of facts, ideas and skills to be thrown into the creativity pot before stirring—if participants are given the skills for sharing their individual contributions. A new solution to an old problem is a highly prized product that requires hard work and cooperation, therefore successful group creativity can foster teamwork among participants through the sense of shared accomplishment. Success breeds success. Team pride can be contagious and spread to other areas of the organization, especially when participants consider the activity exciting and fun, as is true with most instances of creative work.

Creative groups must be facilitated in a nurturing and supportive way. Credit for ideas should be shared by the entire group, contributions of new alternatives or incomplete thoughts from all participants should be encouraged (without wasting too much time and energy) and criticism of "way out" ideas should be suppressed until final testing and selection stages have been reached.

One of the authors was a participant in a hospital management group once charged with deciding where to locate the hospital's new methadone drug treatment center in the New York City area. It seemed every community acknowledged the need for such a center, but they did not want it located in their neighborhoods. One participant suggested the new center be placed on an old ferry boat that could be located on the river, close to the hospital but in no existing community. The idea was almost forgotten after another group member broke a fundamental creativity rule and chimed, "Now let's get serious." Upon later review the ferry boat was acknowledged to be the perfect answer.

The Creative Environment

Before creative thinking can take hold and produce positive results in any organization, a supportive climate must be established through the leadership and encouragement of all levels of management, especially upper management. This supportive environment should include:

- Trust, so people can try and fail without prejudice or penalty.
- An effective system of internal and external communication, so the organization and its members are fully aware of the organization's needs and goals.
- A variety of personality types within the organization and on its problem solving teams.
- A culture that supports change.
- "Patient" processes that ensure the survival and ultimately the reward of potentially useful ideas.
- A merit system based, at least in part, on the generation and implementation of creative ideas.

The Creativity Training Workshop

To be effective, creativity workshops must combine theory with practical application. Techniques for overcoming common blocks to creative thinking as well as tools for stimulating creativity should be presented along with many opportunities for workshop attendees to practice on-the-job applications of their new thinking tools. Ideally, workshops will include both managers and

workers. There is no better way for managers to begin appreciating and developing the supportive environment that must be fostered for creative thinking than to have them sit shoulder-to-shoulder with workers through the workshops. Management's presence is a strong signal of the seriousness and commitment they attach to the establishment of a new creative culture, and they learn first-hand how difficult, yet fun, creative thinking can be.

Creativity training is best accomplished in a series of several half-day workshop sessions spread over a several-week period. In each session a few creative thinking topics can be addressed, then "homework" is assigned in the form of techniques to be practiced at work and at home before the next session.

Each workshop session begins with a discussion of experiences and results encountered by participants when they tried to practice their creativity homework since the last meeting. What contributed to their success? What did they find difficult? What kind of reactions did they receive?

The workshop leader begins the first meeting by laying the ground rules for creativity. "The only rule in creative thinking is that there are no rules." The general approach is to present many techniques for stimulating creative thinking, give trainees the encouragement to practice all of them and reassure participants every individual will find two or three favorite tools that work for them.

Skills for defining or formulating problems are a good starting point. Defining problems is a process of translation. Real world problems usually need to be expressed in another form—a picture or diagram, a mathematical relationship with knowns and unknowns, etc. A problem is not well defined unless it can be briefly and clearly communicated to someone who has never experienced the problem. Sometimes the demand of an uninitiated party to restate the problem can create a new perspective that leads to a new solution.

In the early stages of creativity training, it is worthwhile to stress to trainees they are valuable problem-solving assets to the organization and all problems are not created equal. Since their time and energy is limited and because creative thinking is hard work, they should learn to resist solving trivial problems and instead search for the deeper causes of organizational dilemmas.

Before the second workshop, each participant should identify 10 problems, perhaps seven work-related and three personal, everyday living kinds of problems (how do you get the crumbs out of the bottom of your toaster, anyway?), then write them down in as few words as possible or draw a picture of them.

These problems are mixed in a pile in the workshop room. As each creative thinking technique is introduced, everyone can select a problem to which they can apply that new tool. Sometimes everyone can work on the same

problem to determine how many different solutions can be generated.

Group creativity approaches like brainstorming sessions are also presented, demonstrated and practiced. Here, managers in the groups learn to assume the role of facilitative leader rather than "commander." They also should become comfortable being one of the participants and letting another assume the leadership role.

Thinking Like a Child

It is interesting to think of creativity training as the need to relearn something that was natural to us as children but was trained out of us when parents and teachers started to instruct us in the necessity of conforming to the "proper" ways of doing things. They were only trying to help us. A world full of nonconformists would be chaotic. Schools couldn't function and parents couldn't survive. The result of conformity carried to an extreme is a world where every new problem is approached with an old rule that may not be appropriate for its resolution. We hear managers complain every day about this "conformist" approach. To some extent we have to learn to think like children again. We need to make up our own answers as if we had not yet learned the "usual" way to approach our problem.

Creative thinking offers many rewards to organizations, managers and workers. It produces more adaptive, flexible companies that are operated by more satisfied, empowered employees. Since the practice of creativity involves breaking, or at least changing, the thinking rules we have all learned since early childhood, some type of formal training is required to get the ball rolling. Workshops that introduce tools and techniques to stimulate creative thinking and provide ample opportunity to practice the application of those tools are an excellent starting point for the company that wants to be prepared for the unforeseen problems it will face tomorrow.



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NESRA
ASSOCIATE MEMBER

Member Success Profile

Frank A. DeLuca, CESRA, manager of employee and community relations for Textron Lycoming in Stratford, Connecticut, practices his own belief that, in order for an ES&R manager to continue succeeding in the business, s/he must be a diversified individual. Recipient of NESRA's Distinguished Service Award and many community awards for his dedication and service, DeLuca shares his thoughts about his exemplary career.



After serving in the United States Marine Corps in special services, I found myself looking for a job working in the recreation field. I began my career working for Avco Lycoming in inspection, training, suggestions and personnel departments. I attended night school for 10 years, where I majored in Business Administration and Industrial Relations. I attended seminars, worked with nonprofit health and welfare agencies and finally worked in key areas that would lead me to a position in employee services and recreation. After graduating from college, I was offered a position in Employee Relations. Later on, I became

manager of employee and community relations.

I chose to work for Avco Lycoming (now Textron Lycoming) because of its outstanding recreation program, good pay and benefits. I left high school wanting to continue with my sports career. Lycoming afforded me the opportunity to play

competitive basketball and softball for over 25 years. I have been with Textron Lycoming for 39 years.

Textron Lycoming is a leading producer of gas turbine and reciprocating engines, parts and related services for military and commercial applications, including aviation, ground and marine propulsions. Our production facilities are located in Stratford, Connecticut; Williamsport,

Pennsylvania; and Greer, South Carolina; our field offices are located throughout the United States and around the world. Textron Lycoming is a subsidiary of Textron, Inc., a multi-industry company with operations in three business categories: Aerospace/technology, commercial products, financial and other services.

Textron Lycoming offers the following in employee services and recreation: Blood banks, recreation (softball, golf, tennis, bowling, basketball, lawn bowling, skiing, pistol, road racing and volleyball), children's Christmas party, family picnic, retiree program, service awards, loaned medical equipment, Effective Citizens Program, division discount program (amusement parks, division products, etc.), Federal Income Tax forms, U.S. Savings Bond drive, and voter registration.

ES&R Philosophies

My personal philosophy on the value of employee services and recreation, other than filling human needs, is the importance of sharing leisure time and activities with fellow workers or other members of the family. It develops a closeness among them. It creates better understanding and improves communication on the job. Employee services and recreation provides opportunities for special achievement and generates pride in the company, loyalty in the workforce, and the esprit de

corps needed to become a successful company. All in all, employee services and recreation makes life happier and richer for all of us.

I've been involved with NESRA for about 25 years, having served on the Board of Directors and presently serving on the NESRA Education and Research Foundation Board of Directors.

My many years spent as a member of NESRA, along with being a board member for several years, have broadened my horizons considerably. The countless friendships created and knowledge shared by other companies, along with our national conferences, has been a tremendous help to me and our employees at Textron Lycoming. The recognition of our programs by NESRA has opened the eyes of management, not only to our programs, but also to the NESRA organization.

I enjoy people and am committed to doing as much as I can to provide our employees with the best program possible. Being an extrovert has been a great asset in helping me promote programs to management. I feel you have to talk about your programs, not write about them. Talking to your boss one-on-one or addressing a group of your superiors is the most effective means of communication for promoting programs. Having worked in the factory in my first job has given me first-hand knowledge that people are looking for self-fulfillment—something employee services and recreation can provide.

Management views employee services and recreation

EMPLOYEE SERVICES & COMMUNITY SERVICES DEPARTMENT

EMPLOYEE SERVICES

- Blood Banks
- Recreation
- Special Events
- Children's Christmas Party
- Open House
- Family Picnic
- Retiree Program
- Service Awards
- T.L.C.S.F. Medical Equipment Loans
- Bulletin Board Notices
- Effective Citizens Program
- Division Discount Program
- Federal Income Tax Forms
- U.S. Savings Bond Payroll Deduction
- Textron Lycoming Ball Field Maintenance & Scheduling
- Jury Duty Letters

COMMUNITY RELATIONS

- Blood Program, Chairman, Town of Stratford
- Textron Lycoming Community Services Fund
- U.S. Savings Bond Program
- Bridgeport Area Contributions Group
- Benefit Softball Tournaments
- Effective Citizens Voter Registration
- Noise Abatement
- Functioning Community Service Board Member (YMCA, Red Cross, United Way)
- Barnum Festival
- Chamber of Commerce
- Boys & Girls Clubs
- Rehabilitation Center
- Local Government Committee

ADMINISTRATIVE SERVICES

- Corporate Contribution Program
- Corporate Membership Program
- Professional Memberships
- P.A.C. Drive
- Special Projects
- General Manager Talks to Employees
- Manager of the Month
- Employee Recognition Awards (Bargaining Unit)

as an absolute necessity needed to enable our division to achieve its goals and objectives. Our employees need to know we care for them, much more than just their work performance. Textron Lycoming's support of, and belief in, the importance of employee services and recreation can be seen in the many diversified programs offered to our employees on a continuing basis.

Philosophy in Action

A day in the employee services department consists of early morning phone calls with inquiries about discount tickets, loaned hospital equipment, blood bank schedule, softball game schedules or other inquiries depending on the time of year. I receive calls from outside agencies looking for Textron Lycoming's support, either with volunteers or financial aid for their fund-raising programs. Many agencies request use of our ball field for benefit games. It just goes on and every call is completely different. In addition to the calls, employees stop by either to pick up material such as discount tickets, U.S. Savings Bond cards, Income Tax forms, blood bank cards, or to drop off material for company-sponsored programs, special events, service award catalogs, etc. During the course of the day, there are always several meetings. Patty Takacs, employee services coordinator, helps me plan and arrange our many programs and activities.

From 1952 through 1964, Lycoming's programs for employees were predominantly in recreation. Lycoming then began a well-rounded employee services program consisting of additional blood banks, children's Christmas party, family picnic, retiree programs, loaned hospital equipment, voter registration, division discount program on products and amusement parks and income tax forms, etc. Today our program is more service-oriented and considerably more responsive to our employees' needs. Management feels these programs are one of the best investments we can make in terms of morale, employee loyalty, employee satisfaction, increased productivity and the ultimate success of our division.

We are most proud of our record-breaking blood bank, which collected 863 pints of blood in a 12-hour session in 1968. This is still the highest amount collected by any industry in the United States in a 12-hour period. Since 1952, our employees have donated 40,243 pints of blood. We are also extremely proud of our President, John Myers, who was selected as the Employer of the Year by NESRA in 1986. Since 1983, Textron Lycoming has received several Certificates of Excellence from NESRA, along with the Eastwood Award and the Employer of the Year Award. We are also extremely proud of our awards from the National American Red Cross on our Blood Program, cited by Presidents Lyndon Johnson and


Richard Nixon. Lycoming has also received national awards from the United States Savings Bond Division and finally, major accomplishments have been made by our company softball team, winning five National Amateur Softball Association (ASA) Championships in 1968, 1969, 1985, 1989 and 1990. My personal major accomplishment was being one of the first players inducted into the National Amateur Softball Association Hall of Fame in Oklahoma City in 1974, after playing 25 years of organized softball.

I see employee services and recreation becoming an extremely integral part of human resources with priority programs consisting of daycare, retiree, car pooling, counseling, health care and nutrition programs. With the ever-increasing cost of health care, employee services and recreation leaders will be asked to work on programs to improve the health of the employees via aerobic classes, walking clubs, fitness centers and employee health awareness programs.

Beyond Recreation

I enjoy attending high school, college and professional football and basketball games. I spend a great deal of time after hours with our company softball teams. For the past 10 years, I have been getting away from it all by working out and swimming at our local Stratford Club. It is an exceptionally well-equipped health club facility, just minutes away from my home. Last, but not least, I spend as much time as I can visiting with my beautiful, 18-month old granddaughter, Devin.

The most important thing I have learned in my career is that you just can't sit on your laurels. No matter how successful the programs, we must change with the times. Life is not stationary, it changes constantly. With people changing, management changing and the economy changing, our programs must be reviewed on a continuing basis in order to improve the future. It may seem like starting all over again, but we must determine the programs through which the goals of Textron Lycoming and the employees can best be achieved.

I would advise those in the field to increase their knowledge in areas beyond recreation. By working with agencies such as United Way, Red Cross, YMCA and health agencies, you can be prepared to expand your programs. Industries today are looking for more than a recreation person. They want someone who can organize various fund drives, car pools, fitness and health care programs, retiree programs, open houses, service award programs and other special events. Management is looking for people who can work with community leaders on special projects. The more diversified you are, the better. It's a lot easier to sell your program with all of the above, than simply with recreation. Not only that, but employees are looking desperately for these services. 

FOUNDATION REPORT

The NESRA Foundation, officially known as the NESRA Education and Research Foundation, was founded in 1964 and is comprised of employee service and recreation professionals throughout the United States.

Chaired by Art Conrad, Ph.D., of Hinsdale, IL, NESRA Executive Director Pat Stinson acts as the Foundation Treasurer; the position of Vice President of Research is a standing member of the board. 1991 Foundation members also include Bob Baldwin of Walt Disney's Magic Kingdom Club; Chuck Bouchard, RVESRA, of Raytheon Co.; Ed Bruno, CESRA, of 3M; Frank DeLuca, CESRA, of Textron Lycoming; Ralph Ferrara, CESRA, of General Mills, Inc.; Leroy Hollins, CESRA, of Martin Marietta Astronautics; and Phyllis Smith, CESRA, of Hughes Aircraft Company.

The Foundation financially supports such NESRA projects as resource textbooks, association long-range planning, membership surveys and college student research.

Periodic reports on the work of the Foundation will appear in future ESM issues. Support the Foundation—it works for you in this, the 50th anniversary of NESRA!

submitted by Dave Baker, Vice President of Research

A Commitment to Excellence in Employee Services and Recreation

Founded over 25 years ago, the National Employee Services and Recreation Association (NESRA) Education and Research Foundation, a 501(c)(3) nonprofit organization, is the research arm of NESRA. It was created to equip the employee services and recreation manager or leader with the bottom-line data needed to support employee services and recreation programming.

Contribute to the NESRA Education and Research Foundation and you will contribute to the expansion of the employee services and recreation field.

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Greeting Cards Increase Sales

Greeting cards are great sellers! Here's how to sell these and other stationery items in your store.

by Angela Daniel

Imagine: A product for employee stores that sells at a 100 percent markup, generates repeat business, has a per transaction rate of multiple units, and can add to environmentally safe product offerings in your store. Sounds too good to be true? Not when you are talking about greeting cards.

In this economically cautious climate, retail sales have been on the downswing, yet greeting card sales are skyrocketing. Cards have become a replacement for gifts and customers are

willing to spend a little more to find the right card. Greeting cards can lure new customers into your store and even prompt sales of more highly ticketed items.

The employee store at Mutual of New York, called the MONY Store, has 48 feet devoted to stationery items. The fixtures are a one-time expense which paid for themselves within the first year. The space devoted to stationery can average from 8 feet up to 200 feet, depending on the size of the store. Greeting card/stationery sales represent 20 percent of our store's overall sales.

The greeting cards are divided into three categories: Occasional, holiday and everyday. Approximately 50 percent of the stationery sales in my store are from greeting cards. My stationery department also includes party goods, invitations, gift wrap and notepaper.

Card Company Service

An employee store manager can select from an ever-growing list of greeting card companies. However, there are many benefits from working with a major supplier.

The card company we use established the MONY Store's selection of cards by using their marketing statistics. This is accomplished by using the percentage of titles sold and prorating the number of cards per category for the number of feet available for cards.

Of the 48 feet of stationery fixtures in our store, we have four feet dedicated to gift wrap and bows, leaving 44 feet for greeting cards. The 44 feet is further broken down into everyday cards (birthday, friendship, thank you, sympathy, etc.) and holiday, specialty or seasonal cards. Other stationery items like invitations and notepads are displayed on hooks and shelves on top of the greeting card fixtures.

The card company tracks our stationery sales by using computer tickets for each item, which we "pull" whenever we need to reorder. We can increase our quantity of the card or change the style by selecting the appropriate box on the computer ticket. From this system, we receive quarterly reports of our sales activities. Also, our sales representative comes into the store periodically to rearrange the cards, pull slow moving titles and offer ideas and suggestions to the sales clerk. In addition to the computerized sales reports, our card company also offers MONY additional discounts or credits if we exceed our anticipated sales volume.

While computers give us a general idea of our most popular titles, we have also relied on company events to determine our product selection. For instance, during an early retirement program at MONY, we ordered additional retirement cards and quadrupled our quantity of each selection. Even though our sales were previously very low on this particular title, we sold out of all our retirement cards within the month. We did not, however, let the inflated

sales during this one-time event sway us into generating a large reorder for future inventory. We have also increased our orders for baby cards when we noticed a "baby boom" at the company.

Popular Card Themes

The most popular category of cards are the everyday cards for friendship and love. We use more than one vendor to keep this section fresh and exciting. We have a "spinner" rack near the cash register to prompt additional sales of this category. The second highest selling category is humorous birthday cards. Our sales representative comes in to replace the slow moving titles with new cards. We are issued a credit which is applied to the new reorder.

Seasonal or holiday cards are a different matter. The cards we order have a "limited" shelf life. We are allowed to return a percentage of the seasonal cards for credit. This percentage is based on our sales volume. The balance of the cards are carried over to the next year and we order only the titles we need to "fill in" the categories.

Ordering seasonal and holiday cards is different from ordering everyday cards. We start with the vendor's computerized marketing statistics but we use our employee demographics to determine the titles and holidays. For instance, Secretary's and Boss's Day are two big holidays for the MONY Store, while Grandparents' and Thanksgiving Days are very slow-selling cards. The card company supplies us with free posters and advertising tools to use for advertisements in company papers, flyers and in-store displays.

We receive a calendar each year with all the holidays printed on it. This calendar is handy because it gives us suggested dates to display cards and giftware prior to the holiday as well as the dates to put

items on sale and the last day to display merchandise for each holiday.

Merchandise Arrangement

Our everyday card fixtures form the aisles in the center of the store. As employees walk along the outer two aisles, they also pass the giftware, which usually prompts them to stop and look at the merchandise on display. The holiday cards and gift wrap positioned along the back wall of the store make employees "walk through" the store, also giving them the opportunity to see other merchandise on their way.

To sell our gift wrap and bows, we display prewrapped boxes, changing them during various seasons and holidays. Since we have used this method of merchandising, we have increased our gift wrap sales by 50 percent.

Partyware is also essential in an employee store. We have supplied more office parties and showers with the necessary but often overlooked items such as paper plates, paper cups and plastic utensils.

Invitations and notepaper represent the smallest percentage of our stationery sales; however, we carry these items as a convenience to our employees and they also round out our product line. The inventory turnover on these items is three or four times a year as compared to gift wrap at six times per year. The inventory turnover on cards is varied depending on title, with the most popular at 12 times per year and the slowest at four times per year (which is when we rotate that title out of the store).


Conclusion

I recommend selecting one of the top greeting card vendors since they

not only have a quality line of cards and merchandise, but also will offer you their retailer support programs. These valuable tools include store planning, computerized sales analysis, card selection, return policies, a wide selection of merchandise, marketing and advertising tools, and something I value the most as an employee store manager, the help of their sales representative. Our sales representative helps pick the control tickets for reorders (which we review before placing the order), adjusting our displays, handling our returns and much more. Other sources of cards can be obtained from trade shows and from the "bible" of the giftware industry—*Giftware and Decorative Accessories Magazine*.

The employee store manager needs to make a choice either to carry a complete line of greeting cards or just the trendy non-occasion cards. My store is just 500 square feet and I have dedicated 25 percent of my space to stationery items. Given my sales volume, and literally the "drawing card" the stationery items have in bringing employees to the store, I would not trade an inch of the space for any other item.

Payment terms are liberal. I have a standard "net 30" for all everyday cards with a two percent discount for early payment. Holiday and seasonal cards offer the best payment terms. We receive dating on the invoices to be paid during and sometimes right after the holiday.

The most important things an employee store manager must ask when selecting greeting cards for their store are, "Is the product right for my store, a convenience for the employees and will it sell?" 

Angela Daniel, purchasing manager for Mutual of New York, is also supervisor of the MONY Store in Teaneck, New Jersey.

One hundred twelve million working Americans spend a third of their day at the job.¹ This alone makes the worksite an ideal location for wellness programs. Today's worker wants more than a nine-to-five job and a paycheck every other week. Employees are looking for a healthy work environment, the result of which is a productive company.

Wellness Update

For employees and employers, a carefully chosen wellness program can be an excellent investment. The benefits of worksite wellness programs are many. Studies show workers involved in a wellness program are more concerned with their health and as a result make positive lifestyle changes. Many quit smoking, follow well-balanced diets and include exercise in their daily routine. Regular exercise makes workers more alert, relaxed, patient and less tired. Employees enjoy their jobs more and develop a better rapport with their colleagues. Working out with coworkers builds a sense of community and camaraderie. "The corporate pecking order tends to blur when everyone wears a sweatshirt."²

Further, the average age of employees is increasing. Some workers will not be retiring as early as their predecessors. Because the workforce is getting older, illness will become more prevalent among workers. Chronic diseases, though, are not always the inevitable consequences of aging. Over the last 15 years, Americans have significantly reduced deaths from heart attacks and strokes. How? By eating right, exercising regularly and recognizing the powerful effect of lifestyle on health. In fact, half of premature deaths are caused by lifestyle. Therefore, one way to lower premature mortality and increase life expectancy is through improvement

in lifestyle—changes that individuals can make themselves. Keeping people well in the first place is the long-term solution to rising health care costs, one person at a time.³ Wellness programs that emphasize healthy lifestyles and fitness can help keep all workers, including the aging worker, healthy and on the job.

There is no standard definition of worksite wellness and services vary among companies, but today two thirds of the nation's companies with 50 or more employees offer some type of wellness activity.⁴ Although most programs have been operated for less than a decade, the response among health professionals, business leaders and employees is increasingly positive.

Research/Rationale

Research shows industry medical costs have risen from 70 billion dollars in 1980 to 128 billion in 1986.⁵ However, these high costs can be reduced if a wellness program is implemented. For example, Johnson and Johnson has researched their "Live for Life" program and discovered over a five-year period fewer hospital admissions have occurred with workers who have been a part of their wellness program. Participants in the "Live for Life" sites showed the following attitude changes:

- Increased commitment to the organization
- Satisfaction with supervision
- Satisfaction with working conditions
- Satisfaction with pay, fringe benefits and job security.

In addition, there was an 18 percent lower rate of absenteeism at these sites.⁶

Also, a 1987 survey of wellness programs conducted by the Health

This information may help you either begin or expand on your current wellness program offerings.

by Nancy McGeoghegan and Mary Shoberg

Research Institute of Walnut Creek, California discovered employers who monitored savings of their wellness programs reported a 22.3 percent decrease in absenteeism and a 21.7 percent decrease in medical care costs.⁷

For these reasons and many others, employee wellness programs should be approved and funded. The rationale for wellness programs usually rests on two major premises:

1) The tangible benefits:

- Cost savings
- Improved worker productivity
- Reduced absenteeism

WELLNESS PAYS:

Findings from Major Studies

Atlantic Richfield: Saved \$323 per employee by curbing smoking.

Adolph Coors Company: In 1988, had approximately a \$5 return for every dollar invested in the wellness programming

Valmont Industries: Turnover rates among plant personnel and administrative staff dropped from 9.7 percent to 5.4 percent, and worker's compensation costs dropped from \$256,000 in 1981 to \$161,000 by 1984.

The Prudential Insurance Company: The higher the level of employee fitness, the lower the major medical and disability costs. The company saved \$1.93 for every dollar invested in the program.

Blue Cross and Blue Shield: For every \$1 invested in health promotion, the company saved \$1.45.

- Reduced cost of health-care benefits
 - Reduced worker's compensation and injury
 - Lower turnover
- 2) The intangible benefits:
- Improved employee morale
 - Increased employee loyalty
 - Reduced organizational friction
 - Improved employee decision making.⁸

Wellness programs can also be used to recruit prospective employees to a company. Many professionals now ask about the health programs offered at a company when interviewing for a position. Wellness programs demonstrate that a firm cares about their employees.

Program Examples

Many companies, regardless of size, are offering employees and their families a wide variety of wellness programs. Since dependents account for 40-60 percent of company health-care costs, it makes sense to extend wellness programs to employees' families.⁹ Some of the programs include:

- Eye Care
- Exercise
- Health Care
- Hearing
- Stress Management
- Weight Management


Some companies are also offering exercise facilities on-site and provide the time necessary for their employees to exercise during the day. Many smaller companies may offer their employees a discount on health club membership as a part of their wellness program.

Special health and fitness days are scheduled throughout the year to promote a company's commitment to wellness. Many companies offer their employees incentives for participating in their wellness programs. Monetary compensation,

reduced health insurance premiums, additional vacation compensation for commitment to the program and awards or gifts may be the reward for employees who take advantage of the program offered.

Conclusion

The cost of health insurance premiums and health care continues to escalate. Experts contend the only long-term solution to managing health-care costs is to keep people healthy and out of the health-care system. With more than 30 percent of a worker's day spent at work, the worksite is a logical place to support employees interested in improving their lifestyles.

In addition to reducing health-care costs and health insurance premiums, wellness also has the potential to increase productivity, lower absenteeism and improve overall morale. It is for these reasons that today two thirds of the nation's companies with 50 employees or more offer some type of wellness activity and both the number of programs and the percent of employers offering these programs are increasing daily. 

Nancy McGeoghegan is the At Work program administrator for Weight Watchers of the Upper Midwest in Minneapolis, Minnesota.

Mary Shoberg is the public relations coordinator for Weight Watchers of the Upper Midwest.

FOOTNOTES

1, 2, 4, 5 "Wellness Programs At Work," *Mayo Clinic Nutrition Letter*, February, 1990, p. 2.

3, 6, 8 WELCOA Manual on Worksite Wellness, Wellness Councils of America, Omaha, Nebraska. pp. C-8, C-16, C-18.

7, 9 Louise Kertesz. "Firms Tout Wellness Savings," *Business Insurance*, April 16, 1990, p. 3.

Life is a risk! The more one is involved with life, the more exposure to risk there is. Staying home and sitting on your couch watching television creates an almost insignificant amount of risk. As people become more active, they not

only probably enjoy life a lot more and are healthier,

but also, inevitably, they subject themselves to risk.

Some risks are manageable. For example, the risk involved in conducting a fitness training program or recreational activity can be controlled but not completely eliminated. On the other hand, the risk involved in jumping from an airplane at 10,000 feet without a parachute is an unmanageable risk. Therefore, the purpose of this article is to give the personnel manager, recreational or fitness instructor and manager some idea of what to look for in terms of a risk management or safety audit program, and what can be gained by adopting such a program in their facilities.

participant who engages in the activity. Nobody wants to get hurt. Nobody wants to be sued. The ideal situation should be one in which both the provider of and the participant in the activity have similar goals: To enjoy the activity without injuries and potentially costly and time-consuming lawsuits.

To assist the provider of the activity in controlling these types of risk management, a safety audit is strongly suggested and recommended. The purposes and, in fact, the values of a safety audit are its use as a guide, as a checklist, as a future planner, as a motivator, as a tool for defense regarding injury, as an ongoing verification of the particular activities and as a good argument for lowering insurance premiums.

It should be noted that one thing a risk management program or safety audit is **not**: It is not a device to find fault with anyone. Rather, it is to provide a working document so people who use the facility do not get hurt and subsequently get involved in very unpleasant legal matters. It follows that those staff concerned and responsible for the operation of the facility or program being audited, should cooperate and must approach the safety audit from the perspective of the audit as a helper, not a finder of fault of anyone.

Safety Audits and Risk Management

A discussion of how and why safety audits and risk management programs can be central tools for safe recreation and fitness programs.

*by Marc Rabinoff, Ed.D. and
Cody B. Bartlett, J. D.*

Risk Factors

Any business that has a fitness facility or offers a leisure program for employees presents an additional factor or factors of risk for those employees. Of course, this also means there is an additional risk for the business in that it may be subjecting itself to liability. Controlling risk to the extent reasonably possible and avoiding risks that cannot be controlled is to the benefit of the business which provides the activity and to the

Audit Purposes

The audit process itself and the final work product that results from it can be a guide to future operations. This guide will help those people involved in the program avoid troublesome situations that could result in somebody getting hurt as well as provide a clear picture of

future changes in programming. The audit document can be used as a checklist for future planning. Further, it can be used to help motivate the individuals in the plan and bring to their attention problems that may, in fact, have been invisible to them because they have seen them so many times. For example, a facility with a fan suspended precariously over the end of a basketball court might well have people who have seen the fan so many times they have accepted it as part of the environment. It is an unfortunate fact of human nature that we become accustomed to things, and in fact, at a certain point, really do not perceive them. The audit should help motivate people to take a fresh look at their facility and the activities therein. This motivation will also provide an opportunity for staff, both instructional and management, to feel these programs and facilities are theirs and can only get better as time goes on.

In the worst scenario, an injury of some kind in the program occurs, the safety audit can become part of the defense to show reasonable efforts have been taken to prevent the injury. In this regard, it is an ongoing verification the facility operators are adhering to professional standards of care for that facility.

Finally, the safety audit will help justify lower insurance premiums for those businesses that are not self-insured and should reduce claims against those that are self-insured.

The safety audit should apply standards of care used in the industry, for example, the fitness industry; and of course, standards of care that are statutory, for example, the requirement that there be depth markings around the edges of swimming pools.

The purpose of the safety audit is to make people aware of potential problems and also to provide information to them on problems that should be foreseeable. If a person in the program knows of a problem or

reasonably should have known, or it should be reasonably foreseeable to that person, then there is a duty to correct that problem before somebody gets hurt. Qualified outside safety and risk management auditors may well bring the obvious into perspective and point out potential dangers.

Qualified Auditors

It then follows that the people providing the safety audit service or program must have to be qualified in some regard themselves. Merely walking through and counting the number of weight training machines or noting there is a softball field is not enough. The people doing the safety risk audit must know what to look for, not just what to look at. The people performing the safety audit learn what to look for by formal education, by appropriate certification or licences from government or private industry in the area, and by experience and study in the area of risk management. The business seeking a safety audit or risk management program should carefully review the qualifications of those who will perform that safety audit to make certain that those people have adequate backgrounds to know what to look for in the first place.

Conclusion

The main goal and objective of a safety audit and/or risk management program is to excite and drive people in an employee program to think about potential problems and to implement plans to avoid them in the future. No business can operate without adequate planning. No business should operate a recreational or fitness/wellness

facility without planning to avoid trouble.



Marc Rabinoff, Ed.D., is chair and professor, Human Performance Sport and Leisure Studies department, Metropolitan State College in Denver, Colorado. Mr. Rabinoff is senior consultant to Fitness Risk Management, Inc., a Denver-based risk management company dedicated to providing safe, effective, professional services to the fitness and health club industry and legal community.

Cody B. Bartlett, J. D., is an attorney practicing law in Upstate New York. He is also an officer and director of Fitness Risk Management, Inc.

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A Unique Travel Group

Sometimes a special group, a special place or a surprising event makes a vacation memorable for the group and the planner alike. This story is one of those occasions.

by Mike Iannuzzi

Running group trips for the Rohm and Haas Social Club in Philadelphia, Pennsylvania, has been a passion of mine since 1974. Since then, we (the club and I) have been to Disney World about 25 times, Nassau, Freeport, Saint Marteen, London, Las Vegas, even Hawaii. We've taken several cruises, almost a hundred bus trips and visited the nearby casinos in Atlantic City about as often as you would visit your mother. All this travel has offered many rewarding and interesting experiences and each trip has presented its own set of challenges and unique events. One trip in particular stands out as the most unusual of all. That one wasn't a Social Club trip, but rather a small group of employees and their friends who asked me to handle their next vacation for them.

Planning the Trip

I had known Sam (not his real name) for years, but he was just a casual acquaintance. You know, the kind you develop working for a large corporation where you'll wave from across the corridor when you pass one another in the plant, or maybe chat at the annual banquet. He stopped by my office one day and asked if I'd be interested in doing a trip for him and a group of friends. He said it could develop into a very large group, because their 'club' was affiliated with a larger, national organization. He had little experience in planning a trip and asked me if I'd help, "since you're so good at this."

Flattery, always a good way to get someone to buy into a project, worked on me. "Of course," I said, "I'd be glad to help," thinking to myself it wouldn't take that much time.

"One thing you ought to know up front," Sam said, "Our group is a little different than those you're used to dealing with. We're nudists." Suddenly, time didn't seem to be a major concern of mine.

Someone who sounded like me said, "That's no problem, we all put our pants on the same way. When can I meet with your group?" That was the first of many faux pas which were handled much better by Sam than myself. Anyway, my first meeting with the "group" was at Sam's house a few weeks later. I didn't know quite what to expect, or what would be expected of me, so, with some prior stated idea of where the group wanted to go, I first stopped at a local travel agency and got a handful of brochures and some ideas on costs, etc. Then I stopped at an art supply store, and bought the largest art valise they had in stock. It was about four feet square. I figured if I had to make a presentation at their meeting, I planned to stand behind the valise.

As it turned out, Sam's group was very polite. They asked me to present my ideas at the beginning of the meeting, then I could leave and they would continue without me. I was relieved. During the meeting while we were brainstorming some ideas, I found out a group with unusual needs, like this one, comes up with some unusual ideas. For instance, my groups usually wear large, two inch round buttons which I ask them to pin onto their clothing so they can easily identify each other in crowded airports, restaurants and while at the resort for the first few days of a trip. And, I generally buy everyone a T-shirt to wear during the trip if they like and to commemorate the experience afterward. All these ideas seemed passé at first, but later Sam's group did decide on T-shirts. "After all, we're just like anybody else. We like them too." I also decided to get

baseball style caps, just to help keep the sun out of their eyes while laying on the beach.

The Destination

The group decided to go to Jamaica, to a resort called, of all things, Hedonism. I visited Hedonism a few months before the trip to make sure the arrangements were in order and found a place not unlike any other resort I've ever visited. The nice place with the awful name was ideal for just about anyone, but because of the climate and nature of the place, it actually had two widely separate beaches, one large area for the usual vacationer, and one more secluded and private, perfect for Sam's group. They would LOVE it. The manager assured me, after I gave him a rundown of our needs, there would be no problem—and there wasn't. As long as they kept to their 'side,' no one would bother them.

We expected about 300 people from all over the U.S. and Canada, at Montego Bay airport throughout the day of arrival. Everything went like clockwork. EVERYONE wore the T-shirts on the plane to Jamaica. Our slogan for the trip, which we had silk-screened on the shirts was, "Jamaica, naturally!" For several hours at the airport it seemed like they were everywhere. I must say, I have done many group trips and each one takes on a character of its own. Some, just a few, have that very special something that sets the group apart from the norm: A special collection of people, a friendliness, or that certain someone who provides the spark that makes the whole trip enjoyable from beginning to end. This one seemed to be one of those trips.


Shy by nature, I decided to resort in Montego Bay while the group traveled on to Hedonism, which is about 90 miles up the coast in a town

called Negril. Even though Hedonism caters to all kinds of groups, and I would certainly be as comfortable there practicing my version of relaxation as Sam's group would be practicing their's, I felt a strong need to stay in Montego Bay, keep an eye on the airport, wash and wax my rental car a few times and make sure things were ready for their return the following week. I gave Sam my room and phone number. Just in case anything did go sour, I could be there in an hour or so.

Conclusion

Eight days later, they returned full of smiles and stories about their wonderful week in Negril. Sam even told me of seeing the baseball cap wearers all over the beach. While waiting for the plane to arrive, one of the luggage attendants found out they

had just left Negril. The attendant asked my group leader if he could verify the wild stories they had been hearing all week about a group at the resort. The group leader is a short man, about 5'2", and portly, at over 200 pounds. The attendant asked if he had seen the man who went parasailing over the beach in Hedonism without a bathing suit. "Just caught a glimpse," the group leader replied. "Can't tell you much about it."

About a half hour later, final call came for the flight back home. I was staying another day, so I walked the group leader to the boarding gate. He thanked me for the work I had done. He then whispered to me just before he boarded his flight home, "That parasailer was me!" 


Mike Iannuzzi is treasurer of the Rohm and Haas Social Club in Philadelphia, Pennsylvania.

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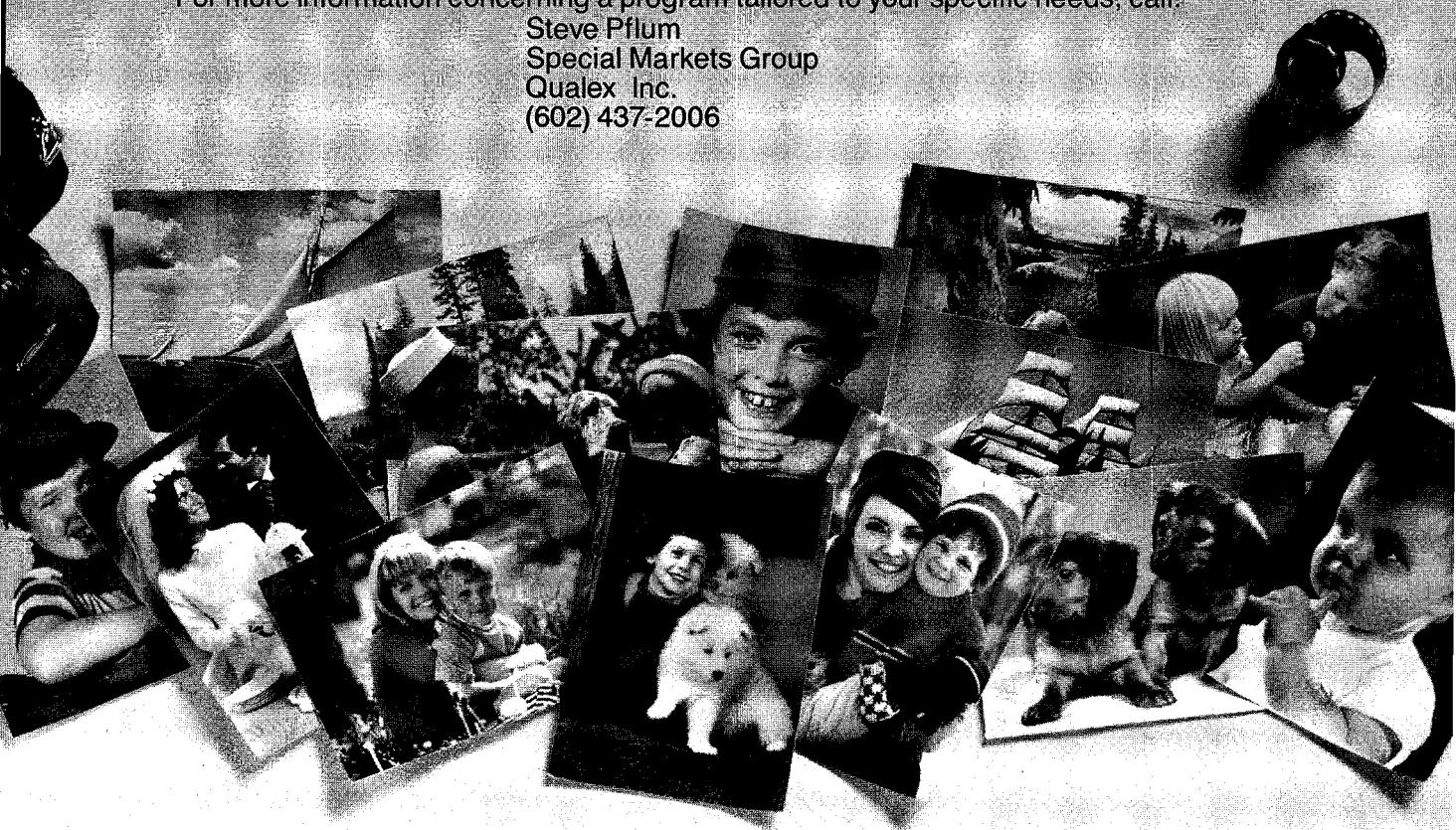
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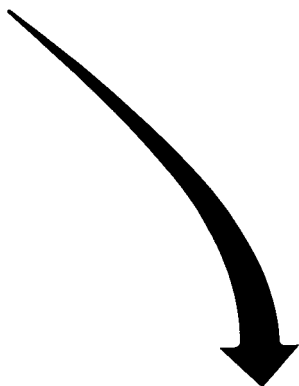
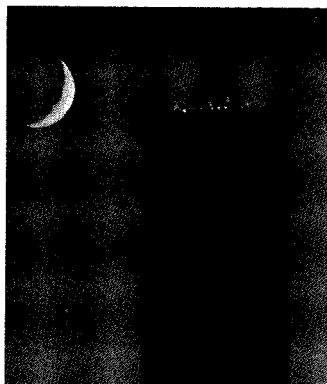


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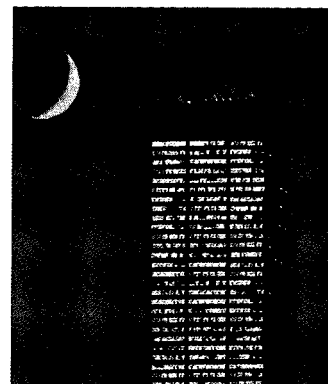
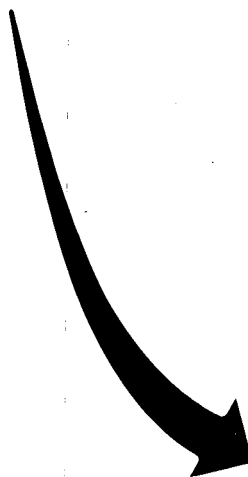
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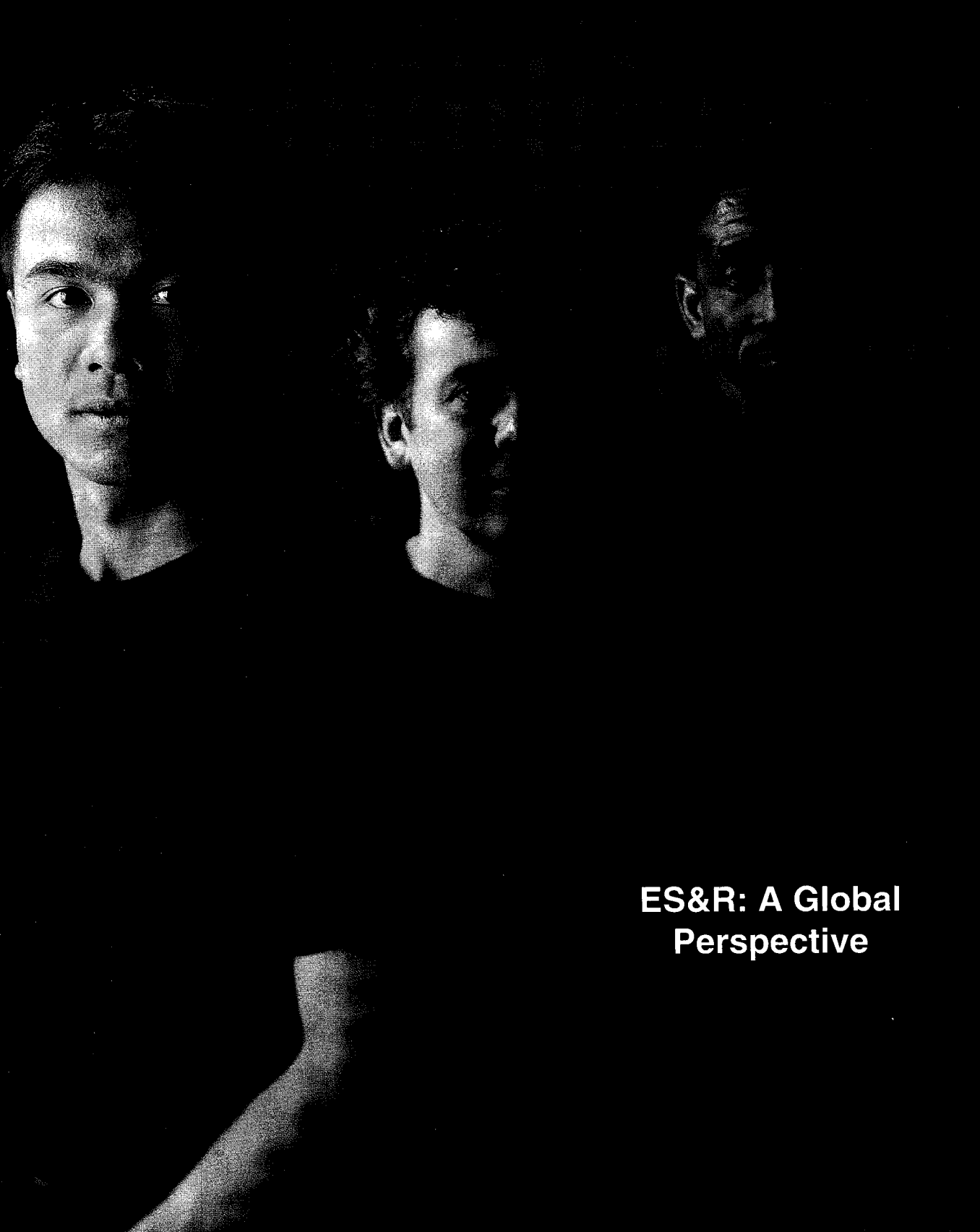
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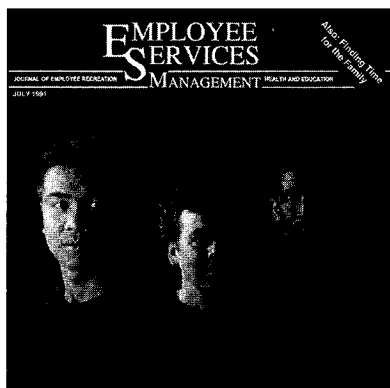
We've been through the work ethic, are now in a transition ethic and will probably be into the leisure ethic by the turn of the century. Then, satisfaction and meaning in life will come from leisure.”

—from “Moving Ahead with the Baby Boom,” printed in the December/January, 1982 issue of *Employee Services Management*

“Today, however, four day workweeks, three day weekends, extended vacation periods, ‘flex-time’ and a variety of workshift possibilities are giving Americans more and more leisure time. In fact, according to some economists, by the end of the century, ours may be a society where 25- and 30-hour workweeks will be as commonplace as the 40-hour workweek is today.”

—from “So What Do You Do for Fun,” printed in the October, 1980 issue of *Recreation Management*

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VOLUME 34, NUMBER 5

JULY, 1991

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Customer Service a Top Priority

Many North American companies have adopted quality as a guiding principle for all or part of their operations. Customer service quality is the most popular type of program, prevalent in almost 70 percent of the companies, reports The Olsten Corporation.

To determine the scope, types, and areas of responsibility of quality-improvement programs now underway, The Olsten Corporation conducted a survey of 1,314 human resources directors from a variety of companies from across North America.

Sixty-nine percent of the companies have a customer service quality program in place. Customer service quality is defined as a commitment to satisfying customer needs through prompt, courteous service. Forty-two percent of respondents say their customer service programs are company-wide in scope.

Retailers and wholesalers have the highest percentage of service quality programs (76 percent) followed by the service industry (74 percent), manufacturing companies (74 percent), other industries (64 percent) and nonprofits (43 percent).

Sixty-five percent of the surveyed companies have product quality programs, which are established with the goal of producing defect-free goods.

Forty-three percent have programs extending throughout their organizations. Eighty-five percent of the manufacturing companies have these programs, followed by 63 percent of the services and retail/wholesale categories, 56 percent of other industries and 38 percent of nonprofits.

The survey also sought to determine the scope of responsibility

for human resources departments in overseeing quality efforts. The most visible role for human resources, as reported by 84 percent of the respondents, is employee training. Half of the respondents say this is primarily the role of human resources, while 34 percent assign human resources a supporting role.

Other roles for human resources in the implementation of corporate quality efforts include program communications (79 percent), establishing performance incentives (77 percent), measurement (77 percent), management (74 percent) and program design (74 percent).

Human resources departments in service industries play a greater role in quality programs than their counterparts in manufacturing, the survey shows.

Sports and Recreation: A \$44 Billion Industry

The American sports and recreation market is a \$44.1 billion industry (wholesale)—the same size as it was in 1989. That's the conclusion of the Sporting Goods Manufacturers Association (SGMA) following its fourth annual Recreation Market Report.

Despite the stagnant rate of growth, certain segments reported an increase in sales. The athletic footwear market grew almost 10 percent, sports apparel grew over 5 percent and sports equipment grew almost 4 percent. The combined sales of athletic footwear, sports apparel and sports equipment totalled \$30 billion, roughly a 6 percent increase over 1989. In 1990, athletic footwear sales hit close to \$8 billion, sports apparel purchases reached \$12 billion and sports equipment sales were roughly \$10 billion.

The major negative influence on the sports and recreation market was

the recreational transport category where sales fell for the second straight year—this time by 10 percent to \$14 billion. Pleasure boat sales were especially hard-hit, as they declined by 19 percent to \$6 billion. RV sales also dropped by 6 percent to \$5 billion. Bicycle sales, though, grew by 10 percent to slightly over \$1 billion.

Shoe categories registering significant gains for the athletic footwear market were cross-training/fitness shoes, golf shoes and walking shoes.

In sports apparel, jackets and sweat pants reported the largest percentage gains.

A 15 percent increase in exercise equipment sales (e.g. step-climbing machines, cross-country ski machines, exercise cycles, etc.) to \$1 billion supported the sports equipment category. Rollerskates, volleyball gear, billiard equipment and tennis equipment were also 'hot' items last year.

The SGMA's Recreation Market Report is based on data from industry trade associations, a panel of sporting goods company marketing experts and SGMA market research studies. It is the only report of its kind with such extensive coverage of the industries' products and represents the most accurate picture of industry size and sales trends. The SGMA cautions that all figures are based on manufacturers' shipments (including imports) in the U.S. and are expressed in wholesale, not retail dollar values.

Teenagers: U.S. vs. Japan on Fun

Forty-four percent of U.S. teens spend three or more evenings per week on fun and recreation, while only 14 percent of Japanese teens spend as much time doing so,

according to *USA Today*.

Forty-eight percent of U.S. teens spend one or two nights a week on fun and recreation while only 26 percent of Japanese counterparts do so.

The majority of Japanese teens, 58 percent, spend no evenings on fun and recreation while only 7 percent of U.S. teens abstain from such activities.

One percent of U.S. teens said they didn't know how much time they spend on fun stuff while 2 percent of Japanese said they didn't know.

Performance Key Factor in Employee Firing

Poor performance was the primary reason for employee termination in

1991, reports a survey of 332 profit and nonprofit companies and organizations in New York and the Northeast Corridor.

Dr. Raymond Harrison, the survey's sponsor and executive vice president of Manchester Inc., an outplacement and career consulting firm, said 47 percent of the responding organizations cited the performance factor when asked to account for "involuntary terminations."

In a similar 1989 Manchester survey, poor performance ranked third among the reasons for termination.

In the latest survey, reduction in workforce and job elimination were other leading criteria for dismissal, with "poor fit to the job" another major reason cited.

A combination of workforce reduction and poor performance

ranked next among reasons for termination followed by "chemistry/political" and "dissatisfied employee" considerations.

Respondents to the latest Manchester survey of organizations in the Northeast Corridor had from under 100 employees (2 percent) to more than 2,000 employees (44 percent).

Their sales and assets ranged from under \$1 million (3 percent) to more than \$1 billion (36 percent).

Healthier Red Meat

A Boston University doctor developed a stove-top method to remove 68 percent of the fat and 39 percent of the cholesterol from ground lean beef, reports *Fitness Management*. This is quite an improvement since conventional



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cooking methods only remove 59 percent of the fat and 18 percent of the cholesterol.

In addition to reducing total fat in the meat, the doctor also improved the ratio of unsaturated and polyunsaturated fats to saturated fats in the remaining meat. The doctor claims the process produces nutritious and tasty meat.

The doctor removed the fat and cholesterol from two pounds of ground meat by cooking it in two cups to a quart of vegetable oil and heating it to about 176 degrees Fahrenheit. He stirred the mixture until the temperature reached 175 F to 195 F, then stirred for another few minutes.

He heated the mixture to between 212 F and 230 F for five minutes to brown the meat and draw out additional cholesterol.

The browned meat and oil is then poured into a fine kitchen strainer and the oil and broth are collected in a container. The doctor kept the meat in the strainer and poured one to two cups of boiling water over it to remove additional oil. He refrigerated the container with the oil and broth until the oil solidified and then removed it from the top of the broth.

The broth can be added to the meat now or it can be boiled down and added as more of a concentrated mixture.

Once prepared, the meat can be used for a variety of dishes.

Jobs in the Field

Seventy-seven percent of recent college graduates have jobs related to their field of study, reports *The Wall Street Journal*.

The National Center for Education Statistics surveyed people who received bachelor's degrees in 1986. The Bureau of Labor Statistics analyzed the survey and discovered 50 percent of the 1986 graduates who were working a year later had jobs

closely related to their majors. The percentage of those working in their field ranged, by field, from 13 percent of history majors to 92 percent of nursing majors.

Of those who majored in education (excluding physical education), 75 percent were in closely related jobs. Seventy-two percent of those who majored in accounting and computer and information sciences worked in their field. Only 57 percent of the engineer majors had jobs closely-related to their field but 31 percent said their jobs were somewhat related.

Recruiting for College Sports

College presidents voted for a reform movement designed to end college sports recruiting scandals and other abuses, reports *U.S. News and World Report*.

Although all sports are affected, football and basketball are the focal points of change. The number of football scholarships at major universities will be reduced from 95 to 85 per school by 1995 and basketball scholarships reduced from 15 to 13 by the 1993-94 academic year. The reform will also call for limitations in how often players can practice each week and how often a coach can contact a recruit.

While college presidents are taking action, some critics say it's too little, too late. They want substantial changes made immediately.

Days for Low Airfare

If you avoid scheduling airline flights on Tuesday, Wednesday and Thursday, you can save yourself money, reports the *Austin Travel Newsletter*.

Airfares are highest on these days because they are the peak travel days for business travelers.

In January, the lowest discount

fare was \$152 but no one could take advantage of it. The actual year-to-year increase for the average lowest discount fares rose 43 percent. Many times, to get the lowest discount fare, your ticket must be purchased seven, 14 or 21 days in advance with a minimum stay and round trip.

While the average price per ticket has increased very little from 1989, discount fares have increased sharply.

The Family Market

Families with children have become a massive consumer market, according to a Conference Board report. Families with children accounted for two out of every five dollars spent by Americans in 1989—comprising an imposing \$1.6 trillion market.

While births are expected to decline slightly in the coming years, the number of homes with children present will continue to increase because a rapidly rising proportion of births represent the mother's first child. "We are becoming a nation of small families," says Fabian Linden, executive director of the Board's Consumer Research Center. "These relatively small families represent a particularly promising market for a wide range of companies. Household income is above average in these families and per capita income is substantially above average."

Parents with children at home spend significantly more than average on just about everything—40 percent more on food at home, 30 percent more on appliances, a third more on apparel and 50 percent more on entertainment.

Cancer Survivors Are Paid Less On the Job

Children who survive cancer grow up to be more reliable workers but they receive less money and fewer

benefits, suggests a new study, reported in *USA Today*.

Twenty-five to 40 percent of adult cancer survivors report discrimination against them is a problem. They've especially had trouble securing jobs and insurance benefits.

While early results of the study of 2,200 people suggest improvements are being made, inequalities still exist.

The study reveals:

- Employment rates and job types are nearly identical between childhood cancer survivors and other adults.
- At work, cancer survivors have fewer interpersonal problems than their workers, fewer disagreements with bosses and fewer disciplinary actions, but are usually paid on average \$2,000 less per year than other adults.

- About 15 percent still cannot get life insurance at ages 40 to 50. Most of those at large firms have health insurance but many at small firms have problems getting coverage.

- About 75 percent of cancer survivors have life insurance vs. 85 percent of other adults.

- About 98 percent of cancer survivors who try to join the military are rejected vs. 7 percent of other adults.

Domestic Vacations In Demand

Summer rentals of condos by the beach and cabins in the woods are filling up fast, according to *USA Today*.

Resorts located in the continental U.S. are reporting a surge of reservations because travelers are


opting to drive rather than fly to their vacation destinations.

Despite the "recession," these resorts, especially those attracting the affluent, are still in demand. Affluent Americans have been known to give up durable goods during a recession, but they aren't as willing to give up their vacations.

Travelers are inquiring about renting homes and condos in the USA, Mexico, and the Caribbean.

A resort in Hilton Head, South Carolina is expecting a good year because it has had an enormous number of calls for summer rentals.

Reservations have increased 20 percent at one company that rents \$900-a-week three-bedroom condos on San Juan Island, Washington.

Another destination, Grand Haven, Michigan has always been popular. The owners say they've received more inquiries lately than usual. 



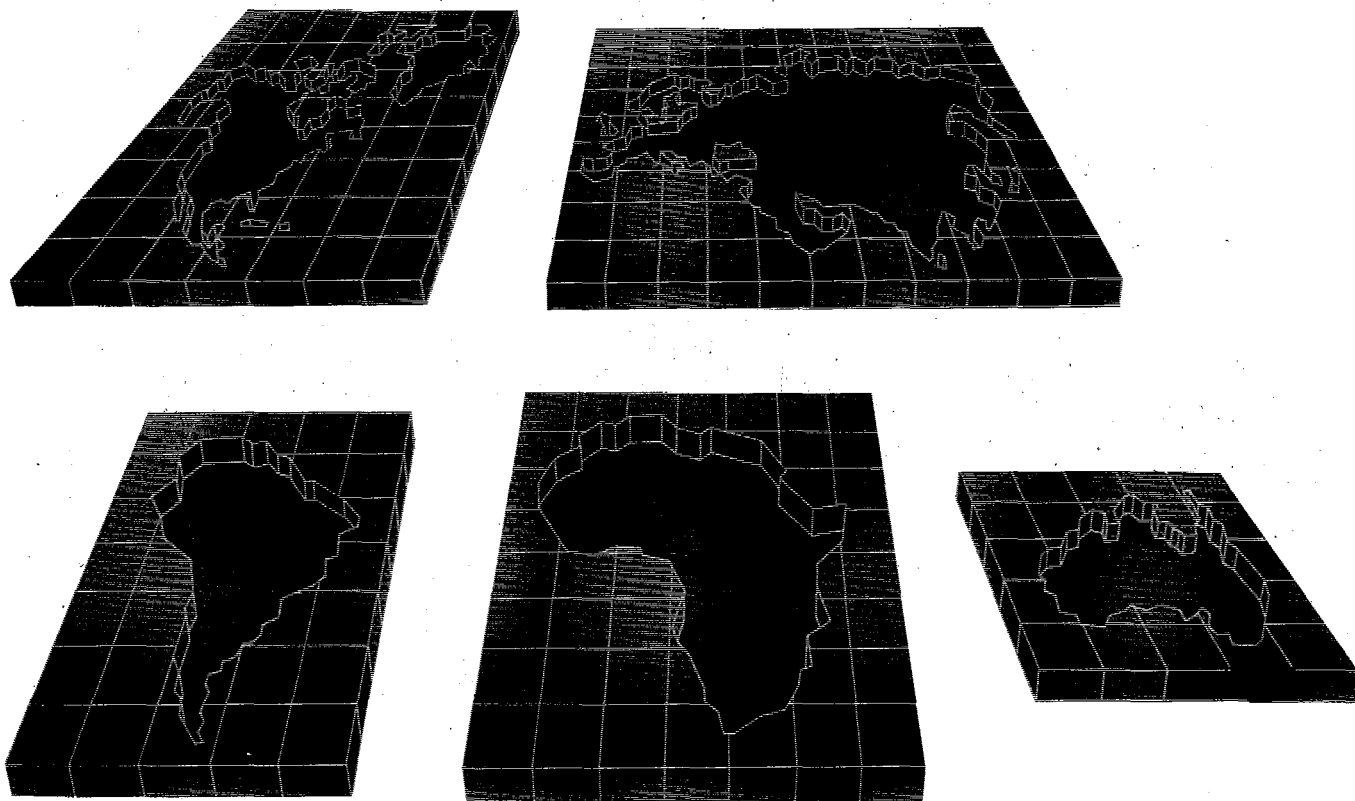
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ES&R: A Global Perspective



Companies are spreading into global markets, information networking is becoming more efficient worldwide and workforces are becoming more culturally diversified. This article seeks to provide a cursory look, based on interviews, at employee services and health programs in four countries: Singapore, Japan, Australia, and Denmark, in hopes that sharing ideas and information from global observations will point to emerging world-wide trends in the field.

by Barbara M. Soha

Crossing national boundaries is becoming more common as businesses adapt to the opportunities and challenges of staying competitive in a global marketplace. In the same manner, successful employee managers today are looking globally for ideas and answers to the increasingly complex programming needs of a diverse workforce.

With this in mind, professionals and academics from the 1990 International Symposium on Community Based

Fitness and Health were interviewed concerning the state of employee services and recreation programs in their respective countries. Susan Hilton, an Australian employed in Singapore, provided information from those two countries. Her insights, along with those of the professionals from the symposium, are very informative. Mr. Suzui of Meiji University shared information on Japan, and Finn Berggren of Odense University discussed employee services in Denmark.

Although programs differ greatly, one thing seems apparent: Employee health and recreation programs are growing worldwide. The variety of programs discussed here reflect cultural and societal differences between countries and peoples, yet they also point out the presence of universal programs. Programs enticing the overweight, less fit employee to exercise and operating employee programs under a tight budget confront employee services and recreation managers worldwide.

Singapore

Singapore is an island nation of 2.6 million people, roughly 75 percent ethnic Chinese, 15 percent Malaysian, 10 percent Indian and other. Devoid of all natural resources, Singapore depends on its human resource

capabilities for economic survival. Because labor shortages are perpetual problems, "high-tech" Singapore seeks innovative ways to increase productivity. The country itself runs like a fast-paced corporation; Singapore serves as a regional business center in Southeast Asia.

Corporations in Singapore offer employee programs for two primary reasons: To attract and retain the best employees and to combat escalating health-care costs. Hewlett-Packard, for example, has an advanced employee services and recreation program in Singapore. The electronics giant offers a wide range of programs for its 3,800 employees, including a multimillion dollar fitness club, a nutrition-oriented cafeteria, employee health screenings and frequent company-wide recreational events for employees and their families.

Susan Hilton, manager of the Hewlett-Packard wellness program in Singapore, must consider cultural factors when planning employee programs. Malaysians constitute 30 percent of the Hewlett-Packard employee population, and many adhere to the Islamic culture and customs. When Malaysian women participate in fitness activities, they are either clothed in the customary Moslem "head to toe" fashion or require a setting of complete privacy. This cultural difference must be respected by program planners. As a result, separate classes or complete privacy must be provided.

Traditionally, one associates healthy food with the Chinese culture. According to Hilton, this is not necessarily true in Singapore. In fact, Singapore has the number one grossing McDonald's in the world, where Singaporeans can feast on traditional "American junk food." Fast-food Chinese restaurants, or "hawker stands" as they are called, are frequented by many and feature greasy, fried food. To Hilton, changing eating habits is a priority in her program and the Hewlett-Packard health-oriented cafeteria is supplemented by educational programs to promote proper nutrition.

The Singapore government has become even more concerned with issues of national health and is attempting to lead the populations back to what it calls a "rugged society." This policy advocates health and fitness, particularly for young males, a particular concern of the Singapore government. In 1984, according to an article in *Singapore Strait Times* (March, 1990), 6 percent of male primary students were obese. Four years later the figure doubled to 12 percent. If this trend is left unchecked, Lee Kaun Yew, Prime Minister of Singapore, believes it will have detrimental effects for the nation as a whole and the military in particular. A mandatory term of two years National Service Training and a follow-up rigorous physical fitness training program offered periodically are required for all males. With increasing obesity in the younger population, the government is concerned young men will have difficulty completing military training. National or Military Service and the rugged society

Table One

Beginning Years for Health Promotion Activities in Japan

Year	Number of Companies
1945-49	3
1950-54	2
1955-59	3
1960-64	3
1965-69	3
1970-74	7
1975-79	18
1980-84	33
1985-89	45
Total	117

This table shows the number of companies which offer health promotion activities has increased since 1970, especially in the past 10 years. Moreover, in 1988, the Labor Ministry introduced the "Total Health Promotion Plan," mentioned at the symposium. The purpose of this plan is to keep workers in good physical and mental condition by providing health promotion programs within each company. The plan is made up of health tracks, exercise classes, lifestyle education, mental care and nutrition classes.

campaign are aimed at instilling a new sense of national identity.

Another reason for the increased interest in health and recreation programs, strangely enough, has come about as a result of a labor shortage. In the last decade, the Singapore government attempted to curb population growth by creating financial incentives for families to limit family size to two children. Many Singaporeans cooperated, contributing to today's labor shortage. With a shortage of workers, the National Productivity Board has taken a key role in increasing human resources development. They have found that healthy, satisfied, trained employees are more productive.

Japan

Japan is considered by many to be a pioneer in corporate fitness programs. Like Singapore, Japan lacks natural resources and places a high value on the hard-working employee. Since World War II and Japan's emergence as an industrialized nation, the number of employee programs has been increasing. According to Mr. Suzui of Meiji University in Tokyo, the past 10 years have seen a spurt of growth in corporate fitness programs (see table one). Japan, with its emphasis on competition both nationally and on an individual level, focuses largely on fitness and health in worksite programs. In a study done by Suzui in 1990, the "primary purpose" of employee programs was 59 percent fitness and health related (see table two). Suzui identified a problem he believes is directly related to the Japanese culture: Individuals focus almost exclusively on competition, leaving out the concept of "fun" in sports and recreational programming.

Unfortunately, says, Suzui, even though Japan values fitness highly, professionals employed in fitness have very low status and are poorly paid. In the fall of 1990, a chapter of the Association for Fitness in Business was formed in Japan. The project was supported by large Japanese corporations, with the purpose of providing expertise and training in corporate fitness. It is likely that other well-established national organizations will continue to expand globally.

Denmark

Danes are often characterized as a healthy, friendly people and rightfully so. With a long-term reputation for promoting national health and social programs, Denmark presents some startling contrasts to the Pacific Rim countries. All health care is free and companies rarely get involved in health-care issues.

Table Two

The Main Purpose of the Health Promotion Programs in Japan

Prevention of adult disease	21.8 percent
Improvement of fitness	20.7 percent
Improvement and maintenance of fitness for middle- and high-aged people	17.2 percent
Recreation	8.0 percent
Adaptation to high-aged society	5.7 percent
Improvement of morale	5.7 percent
Prevention of accidents	4.8 percent
Rest	4.8 percent
Improvement of productivity	2.3 percent
Improvement of industrial relations	2.3 percent
Others	7.1 percent

(Health and Welfare Promotion Activities in Workplace and Community III, 1990)

Denmark is called the "country of associations." According to Finn Berggren, one reason there has not been a strong movement to establish workplace fitness and health programs is because of the existence of associations. The Danish concept of associations and clubs is highly developed and based on a century-old tradition.

Associations and clubs are organizations of people working to reach a certain aim and may be formed for the purpose of sports, fitness, education, social and health activities. As long as the association adheres to a set of operating regulations, they are supported economically by the government and community.

The Danish Federation of National Sports Clubs is strongly related to companies and has a partially closed structure. Members are recruited from within the company and membership is made up of employees and their families.

The Federation of National Sports Clubs' statement of purpose includes words and concepts integral to many U.S. worksite programs: "Keep fit—exercise," "health in the workplace," "family participation," and "sport-oriented activities." Founded in 1946, this federation has a membership of over 200,000 people and in many ways serves the same purpose as employer-supported programs offered in the U.S. and the Pacific Rim countries.

While the Danish Federation of National Sports Clubs is a successful organization, it faces a universal problem: Members tend to be people who were already fit and healthy to begin with!

In recent years, major Danish corporations have become interested in offering recreational programs for employees to help build a positive corporate culture, Berggren says. Particularly in the last two years, these companies have begun providing fitness activities at the workplace to promote a more positive social environment and decreasing absenteeism.

Australia

Located on the periphery of the Pacific Rim, Australia has been a regional leader in employee programs by providing research and professional training. Interest in corporate fitness and health programs is growing rapidly in Australia, according to Susan Hilton, who received her masters degree in physical education in Australia and worked in corporate fitness there prior to moving to Singapore. Within Australia, employee programs focus largely on health promotion, fitness and screening rather than recreation and social programs.

According to Hilton, the Australian government provides many recreational and sporting programs. The Ministry of Sport and Recreation coordinates most of the sports activities for companies by organizing corporate competition in sports such as volleyball, cricket, touch football and squash.

In addition, Australia has a long history of offering community recreation facilities and programs, which are heavily used by the public. In comparison to Japan and Singapore, the Australian work day is much shorter, and allows more time to enjoy these community recreation opportunities outside of work hours.

Federal and state governments are making it necessary for employers to be concerned with employee health in Australia, says Hilton. She cites the Occupational Health and Safety Act of 1985 as the most significant factor in supporting corporate health programs in Australia.

This act was designed to serve as a national basis for tackling the problem of injury, disease and death in the workplace. It has served as a catalyst to further develop health promotion programs and in the past five years commitment to corporate health programs has grown rapidly.

Australian companies, like their counterparts worldwide, are becoming increasingly aware that a

T*he rationale for
companies to invest in
employee service programs
is also affected by
societal differences.*

healthy, more productive workforce encourages good business. The media and government, through extensive promotion, have instilled a high degree of public awareness of health issues. For example, as a result of educational promotion, Australians are now more aware of the dangers of exposure to the sun and are taking preventative measures to deal with the extremely high rate of skin cancer nationwide.

According to Hilton, the barriers to participation in fitness programs found in some multicultural countries such as Singapore do not exist in Australia. Also, it is socially

acceptable for both men and women to participate in worksite fitness programs.

This doesn't mean these programs are problem-free. With the economic recession that has plagued Australia throughout the 1980s, employee program managers have had to operate on a shoestring budget—yet another common problem. Program planners must either rely on free government and community resources, or experience cutbacks in services.

Still, with the public, government and internal pressures to provide worksite health promotion programs, it is expected these programs will continue growing in the 1990s.

Government/Corporate Support

In addressing budget constraints and their effects on programming, the following observation may be useful. Societies in which the government financially supports programs, such as Denmark, are less susceptible to funding cuts. Overall, trends seem to be moving in the direction of company controlled programs, but company programs are also the most likely to be eliminated in times of tight budget constraints. Government involvement and popular support affect the forms that programs take and can affect their longevity.

The rationale for companies to invest in employee service programs is also affected by societal differences. In Australia, the primary concern appears to be health-care costs, while in Denmark, where all medical expenses are paid by the government, companies are interested in creating a positive work environment. In Japan and Singapore, fitness is a national priority and competition in business flourishes; programs are offered to both encourage good employee relations and for the potential savings in health-care costs. Today, global access to

information and ideas allows employee program managers to draw upon the knowledge and practical experience found in other countries.

Summary

Looking towards the future means looking globally. While the United States has been a leader in providing employee services and recreation programs, other countries may have more advanced programs. Take, for example, the Dane's century-old concept of "associations;" this is similar to employee recreation clubs which have begun emerging more frequently in the United States only in the last 20 years.

A universal problem noted earlier among all the countries surveyed is how to entice less healthy employees, those with lower levels of interest and motivation, to participate in health programs. Potential solutions could be drawn by reflecting on differences among programs in the various countries. Japanese corporations rely on the competitive nature of the employees to encourage fitness. In Singapore, government policy promotes the "rugged society" and there is a push towards health consciousness from the time youths enter primary school. Australian companies with their emphasis on health promotion and disease

prevention, offer many opportunities for employees to participate in health screening and testing. And then there's the integrated approach taken by the more relaxed Danes: To make outdoor physical activity a way of life. Increased sensitivity to other ways of doing things and other societies is essential if we are to be responsive to the changing needs of our own employees and our society.



Barbara M. Soha is currently employed in public recreation as community schools director in Sitka, Alaska.

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Member Success Profile

Dennis Mullen, manager of the Pratt & Whitney Aircraft Club, Inc. in East Hartford, Connecticut, explains why employee services and recreation is a building process, an ongoing effort to offer the best programs possible.



ESM: How did you get involved with ES&R and what was your career path to your present position?

MULLEN: While at Greenfield Community College in Massachusetts, I majored in recreational leadership. The extensive recreational curriculum and field work program at the college gave me the opportunity to explore a variety of work locations, schools, YMCA, community services, therapeutic recreation, etc. I enjoyed working with people and decided that a career in recreation was what I wanted. From there I went on to the University of Massachusetts to major in recreation administration and to receive my degree.

Immediately after graduation, I nailed a job as the program director in Sharon, Massachusetts where I worked with Mr. David Clifton, one of the finest community recreation directors in New England. Under his guidance, I learned the real working world basics of the job; interacting with committees and community

Mullen aptly applies his 10 years in community recreation and his experiences at Pratt & Whitney to continue building on the current ES&R offerings available at the P&W Aircraft Club.

groups, responding to the needs of the people, understanding finance and how to develop recreation programs. From there I was hired as the recreation director in Concord, Massachusetts, where I coordinated the town's recreation program, a

youth center and a community center.

After 10 years in community recreation, I was recruited in 1979 to interview for my present position as manager of the Pratt & Whitney Aircraft Club, Inc., located in East Hartford, Connecticut. Since then, I have enjoyed my job and the constant challenges it presents.

ESM: Describe Pratt & Whitney (P&W) Aircraft Club's ES&R program offerings.

MULLEN: The P&W Aircraft Club is a private, nonprofit organization that services the employees of United Technologies who work within the Hartford area. Approximately 25,000 employees are involved in six

P&W plant locations. Pratt & Whitney is a major jet engine manufacturer and has the largest United Technologies division.

The club's recreational facilities and programs vary by location, with the club's main office servicing 15,000 at the East Hartford facility. The recreational complex here provides seven softball fields, six tennis courts, a gymnasium, locker rooms, a weight training area, classrooms and administrative offices. The branch facilities are supported by outdoor recreation facilities. Services are delivered to each location through the staff of our employee store network.

The program offerings are as varied as the population we service. Naturally, the traditional sports programs of softball, volleyball, basketball, bowling and golf are high on our list. These recreational offerings are complemented by family events, outings, social functions, special interest groups, classes, etc. Other major facets of our program include discount tickets, travel center, employee stores, truckload sales, food co-op and local merchant discounts.

ESM: What is your personal philosophy on the value of employee services and recreation?

MULLEN: The value of recreation is intangible; it's difficult to measure the personal enjoyment and satisfaction derived from completing that three mile run or making that driving layup to the hoop. The release of stress and the personal, physical and psychological well-being of each individual is what really matters. Hopefully, a healthy morale and work attitude develops, absenteeism declines, people work better together and they enjoy themselves and share good experiences with their fellow employees.

The service aspects of the job are more tangible. The opportunities here are limitless, governed only by the time available and the ability to promote and deliver our services. Further, everyone appreciates saving a dollar and the size of our organization allows us to negotiate discounts for the benefit of the club membership.

I am challenged with the development of a recreational program and services that reach the varied locations, range of ages, ability levels and broad interests of the people we service. It's a never-ending task, trying to develop that perfect program. It is a building process, taking the program that exists and continuing to fill in the gaps. I try to develop new and different opportunities to meet the needs and interests of the employees. These are the basic principles I learned while working in community recreation and they are much the same in the employee setting.

ESM: How large is your staff?

MULLEN: The club employs 10 full-time and 10 part-time people on a year-round basis, supplemented by

seasonal and contracted services for program support. Major areas of delegated responsibility include store management, sports programming, maintenance, bookkeeping, ticket discounts, membership tracking and publicity. We work together to do whatever is necessary to get the job done.

ESM: To what extent does Pratt & Whitney management support the Aircraft Club?

MULLEN: Since the organization of the P&W Aircraft Club in 1935, Pratt & Whitney has supported the club by directing its commissions from vending machine revenues to our organization. This income, along with dues, rental income and fees and charges, has been our financial backbone for over 55 years. P&W's substantial commitment of funds over the years has allowed the club to develop to a level of healthy maturity.

Yes, it hurts when cutbacks are required and revenues decline in the face of escalating costs, yet that is exactly what most businesses are facing in these uncertain financial times. I'm optimistic, with P&W's continued support and a little ingenuity to make ends meet, the P&W Aircraft Club has a bright future.

Pratt & Whitney also provides the space needed for our five stores, one in each of our plant locations. Currently, a new 4,000 square foot employee store is under consideration at the East Hartford location. From this new base, we will expand our convenience and company logo services. This new facility will help us develop a broader, more independent financial base.

ESM: Describe your personal interests, how you "get away from it all," etc.

MULLEN: As often as my schedule permits, I join the lunchtime crowd for a game of basketball. Family activities include boating, alpine skiing and coaching my two boys' basketball and baseball teams. And of course there is always golf.

ESM: How would you describe yourself and how do you apply this knowledge about yourself to your ES&R philosophy?

MULLEN: I'm a people person, except in the morning, or at least until I've had that second cup of coffee.

I am not an organized person by nature; I must force myself to schedule and plan. The calendar of upcoming events and promotional publications are my tools to attack the future.

I'm a worker and whenever I'm in a tough spot I reflect on a quote from Calvin Coolidge: "Persistence and determination alone are omnipotent. The slogan 'press on,' has solved and always will solve the problems of the human race."

Also, I manage and work under the philosophy that you shouldn't assign a dirty job to anyone unless you have done it yourself or you are willing to do it.

ESM: How long have you been involved with NESRA?

MULLEN: I have been involved with NESRA for the 12 years I have worked in ES&R, as was my predecessor. For the last four years I have worked to develop a local Connecticut NESRA chapter, and have served as the president for three years and vice president for the last year.

ESM: How has NESRA been a factor in your success?

MULLEN: The resources provided through the *Membership and Peer Network Directory* and the annual conferences are the most helpful tools I use for improving our programs. The annual conference seminars and exhibit hall present many new and different opportunities for new programs, fund raisers and discount opportunities for the membership. The conference environment gives every delegate an opportunity to maximize information-gathering efforts and to use his/her time most productively.

ESM: Describe a typical day for us.

MULLEN: Usually the morning is my most productive time, starting with an informal staff meeting and coffee. Meetings are scheduled for late morning and our high member interaction period is from 11:00 a.m. to 1:00 p.m. when the employees are on lunch break. Interruptions are the expected norm. The highlight of my day is usually the time I am able to spend on the basketball court during my lunch break. The afternoons usually fly by, with the returning of phone messages and the completion of projects.

Actually, my day sounds quite orderly. It's not. Recreation is "organized chaos;" we all know that. My attempt to control it is limited to my foresight and anticipation of "what's next?"

ESM: What major accomplishment are you most proud of?

MULLEN: I am most proud of my relationship with the Pratt & Whitney retiree population. Together, we have developed a volunteer network of hundreds of people who, in the past year, have performed more than 9,000 manhours of volunteer service for Pratt & Whitney, the club and the community. The group's outstanding accomplishments have been widely recognized over the past few years by Pratt & Whitney and the community through a variety of special awards.

Services that began as simply as assisting with the

club's clerical tasks, American Red Cross Blood Drive volunteers, and P&W guest tour guides, have evolved into a program that assists numerous community and charitable groups in the Hartford area. The efforts of select individuals and the group as a whole provide a great sense of pride to everyone who has become involved with the P&W retiree group.

ESM: How has the ES&R programming grown and changed since you've been at Pratt & Whitney?

MULLEN: The development of our club store network has been my most significant accomplishment. Its success has broadened our financial base and cushioned income declines in other areas. The club stores offer significant values to the employees, generate revenue for the club and meet the needs of Pratt & Whitney by increasing employee and vendor access to company logo items.

The recreation program offerings have expanded to include annual family outings, company surplus tag sales, employee tailgate tag sales, handicraft shows; six days a week programming, which includes an athletic program for second shifters from midnight to 2:30 a.m. during the winter months; travel services provided through uniquely contracted arrangements; and the use of community and commercial resources to supplement on-site programs.

ESM: Where do you see ES&R developing in the coming years?


MULLEN: My guess is that in the future, more companies will encourage the development of ES&R programs through the organization of private employee associations like the P&W Aircraft Club Inc. Years ago, many government contractors established employee associations to clarify and separate financial support of employee recreational services and a climate exists right now that will provide a similar incentive for companies to encourage the development of associations.

With benefit cutbacks and expense sharing under consideration in many companies, increased pressure to offset expenses and to separate income producing sources for employee activities will lead to the evolution of a higher percentage of independent employee associations.

ESM: What advice would you offer to others in your field?

MULLEN: Continue developing your programs, providing new and different services to adjust to your members' changing needs and interests.

Continue your education and expand your awareness of how you can do your job better, specifically in the areas of time management, personnel, and computer technology.

Practice what you preach and don't forget to have fun and make the time to improve your personal fitness. 

ES&R: An Employee Benefit Worth Marketing



Employee services and recreation programs are valued by employees, but it is ideal to let employees know about the wealth of programs the company offers. Including a description of ES&R programs among other corporate benefits in an employee handbook is a start. Here is a description of many other methods you can use to market your programs to employees.

by Suzanne McLaughlin

Employee benefits is a familiar concept to companies. It is pretty standard to offer employees health coverage, retirement programs, profit sharing, etc. But what about an employee services and recreation (ES&R) program? Where does that fit into a company and what does a company need to do to make it successful?

Bachman's, Inc. a company comprised of 1,300 employees, 29 floral retail stores, four garden centers, interior and exterior landscape businesses, and a nursery wholesale center, has been offering an ES&R program to its employees for about 10 years. Bachman's has found it to be rewarding and challenging to incorporate an ES&R program into the company. Through the combined efforts of a five-member board, it has also been very successful.

Serving as the Bachman's employees' club coordinator, I have catapulted into the heart of the company's employee services. I have found that providing employee services is synonymous to operating a small business. Like a business, an ES&R program requires planning, budgeting and forecasting. Each day revolves around making decisions regarding event promotions and dealing with employees as customers. With so much employee contact, it is evident to me that the services being provided must be valued by employees.

We are living in an era where leisure time is becoming more important and the ways to spend it have expanded greatly. People want to enjoy their leisure in a quality way, but it is sometimes overwhelming for people to spend their limited free time trying to figure out what to do, when to do it and how much it costs. Often, the process of making arrangements infringes on work time. They need a place to go, a person to answer their questions and they want their answers fast.

An ES&R program is the perfect "one stop shop." Employees can go to or call one place to purchase items or have their ES&R questions answered. During a typical day, I may answer questions or serve as a sales agent relating to local theatres, museums, amusement parks, zoos, etc. I also answer questions regarding company and major sports teams, vacation packages, company logo clothing, company dances and picnics and much, much more. By providing this service, less company time is wasted by employees seeking services or entertainment information through outside sources.

Besides an ES&R program providing a place to go, it can also do the following:

- Improve employee morale. People feel better about themselves when they participate in activities that enhance the quality of their lives.
- Create greater company spirit and help employees feel they are a part of the company, not just an employee.
- Encourage employees from different areas of the company to meet each other.
- Provide activities that aid in stress relief. Stress is a major contributing factor to illness. If stress is relieved,

employees are healthier and miss less time from work. The company benefits from higher employee productivity.

- Provide activities that are healthy, educational and fun.
- Help employees save money on activities and services.
- Help support the community through participation in community-related programs and activities.

Part of Corporate Benefits

When a company is providing an ES&R program, it is ideal to include this service with other corporate benefits in an employee handbook. In doing so, the company is conveying itself as a company that really cares about its employees; it is going beyond the realm of just providing a workplace for individuals.

In Bachman's employee handbook, among other programs and services listed, Bachman's employees' Club is listed as being available to all employees at no charge. It also states, "The Bachman's Employees' Club (BEC) sponsors activities offered for group attendance at the theater, sports events, etc. In addition, you can participate on BEC-sponsored athletic teams, and have the opportunity to purchase tickets to public entertainment and recreation activities at discount prices. Watch for notices or publications about these offerings."

A successful ES&R program is a very appealing benefit to employees. It may be one of the benefits that encourages an employee who has been with the company for 10 years to stay on or can entice the new hire to accept a newly opened position with the company.

Marketing ES&R Programs

Marketing is one of the keys to a successful ES&R program, but how do you inform employees about events and activities in an effective way? Besides listing an ES&R program in an employee handbook, there needs to be other means to communicate activities and offers to employees. Following are some very effective marketing concepts for an ES&R program:

Posters/Flyers

Using a little creativity, posters and flyers can be designed "in-house" using a PC, word processor or desktop publishing program, and then copied onto colored paper in a minimal amount of time. It may be necessary for smaller companies or companies that do not have marketing capabilities to have a reputable printer or typesetter create posters or flyers. Bachman's has its own print shop, which makes production very convenient, fast and cost effective.

Whatever method or publishing source is used, remember the purpose of advertising is to get participation. Try different printing styles and colors to attract interest and emphasize important information.

Many times, events sponsored by sources outside the company have their own promotional materials. They are usually happy to provide materials to the organization at no charge. This makes the ES&R job much easier and also saves the organization money and time. Be sure your organization's contact person's name is on the event sources' materials, unless you want the employees to contact the source directly.

The most effective places to post (or send) posters and flyers:

- Bulletin Boards
- Time Clocks
- Lunchrooms
- Display Cases
- Ticket Offices
- Employee Stores
- Interdepartmental Mail to department heads to share with their employees.

With Bachman's many retail stores and other "off-base" facilities, it makes it necessary to send publications (and product) to the individual locations via company floral delivery drivers.

Newsletter

The newsletter is very important to our organization because we know many people ignore other promotional materials, but almost all employees read the newsletter.

Bachman's company newsletter editor calls me monthly for employee club updates. This information is incorporated into a bimonthly company newsletter which is distributed to all employees. The newsletter publishes upcoming events, sports teams' rosters and current standings, successful past events and, of course, pictures to show who's who.

Payroll Stuffer

This medium is very effective because it reaches out to every employee on the payroll. It helps if the organization prints on personalized stationery with an eye-catching logo or design on it. Employees will readily recognize the paper and will more likely perceive it as something worth reading.

Electronic Mail

Last year I had trouble selling several ballet tickets our club had purchased. They were not on a consignment basis, thus needed to be sold so a loss would not be taken. After calling several Minnesota Employee Recreation and Services Council (MERSC) members, I finally reached a computer company that had electronic mail on each employee's computer terminal. The contact person transmitted the message of the available tickets to the

employee's terminals. The system was very successful. I sold almost all remaining tickets to one company within two days!

Telephone Systems

The telephone plays an important role in ES&R programs; to the delight of some and groans of others, so do answering machines and message services.

Many ES&R organizations record informational messages on their services or machines. Employees may call at any time and get answers to commonly asked questions such as business hours, ticket prices and availability, company sports team's game schedules and cancellations, new promotions, etc.

Even though recordings help answer many questions, there should always be an employee services representative available (during business hours) who an employee can speak to if they need more information. How an employee connects to that person depends on the type of phone service being used by the ES&R organization; it may be by holding for an operator, pressing a number on a touch tone phone, or dialing another number. If the caller has the option to leave a message, it is pertinent that the call is returned as soon as possible.

For the Price of a Stamp

Two years ago, Bachman's Employees' Club decided to try sending invitations with RSVP cards to the homes of employees for the winter dance that was to be held in January. Those who wished to be seated together were informed on the RSVP cards to send in their cards together. The invitations were designed by a commercial artist and printed in-house. They were sent out, via U.S. mail, a month before the event.

The response was overwhelming! Attendance for the dance increased 25 percent over the previous year. Our club was so impressed with the results we did it again last year and will continue to do it in following years. We are even sending postcards for our company picnic this year. The success was largely attributed to spouses and family being informed of events, which in the past, they were not aware of.

The Grapevine

If you tell Melissa about a great activity that's coming up, chances are she is going to tell some of her coworkers about it. The more people you talk to, the more people who get involved. This is commonly called the grapevine and it works wonders.

Beware of a "Market Boom"

If you previously were passive about marketing your programs and suddenly jump into an aggressive

marketing strategy, be prepared for anything. I mentioned the success of sending invitations to employees' homes for a winter dance. We anticipated a larger attendance than usual, but not 25 percent more. Our committee was faced with the dilemma of how to accommodate the extra people. We didn't want to turn anyone away, but we also had to take into consideration our budget and the capacity of the facility we were going to use. Fortunately, we were able to accommodate everyone, plus stay within our budget. It was a tight squeeze, though.

Employee Communication

Communication goes two ways, therefore it is important to get employee feedback. "Brainstorming sessions" work great.

Representatives from various areas of the company meet together to discuss issues of employee concern. It is helpful if representatives meet with employees from the areas they are representing before the session to discuss employees' ideas, needs and wishes. The results of the session can lead to an improved and expanded ES&R program. Employees will also appreciate that the organization really cares about, listens to and implements their ideas.

Speaking to individuals in the company who have some expertise in their field, such as a human resources director or the person who heads the marketing department, is an excellent way to acquire ideas for an ES&R program.

Bachman's Employees' Club board members circulate NESRA, MERSC and other employee services-related literature amongst themselves and any other interested parties. Educating a group can only expand ideas.

Employees Are Customers, Too

I believe employee services should extend to all employees, regardless of their age, race, or position within the organization. Employees want quality, commitment and courteousness. Remember a satisfied customer will always return to do business again. An ES&R program can not operate successfully for very long

E*mployees want quality,
commitment and
courteousness.
Remember a satisfied
customer will always
return to do business
again. An ES&R program
can not operate
successfully for
very long unless it
truly values all its
customers.*

unless it truly values all its customers. Don't forget the retirees, either. Many retirees want to feel they are still a part of the company.

Even with a majority of employees valuing ES&R programs, there are still a few dogmatic individuals who believe the corporate image is hampered by an ES&R program. These people, no matter how hard you try or how good the ES&R program is, just can't be pleased. The service is perceived by these people as frivolous and something that should be left out of the company's budget and confined to employees' personal time.

If these people outwardly issue complaints, keep an open mind when listening to them; there could be validity in some of the individual complaints they issue. This does not mean you have to yield to their overall attitude. You can maintain a positive perspective if you accept the fact that you can't please everyone.

Conclusion

An ES&R program is a true reflection of the company's concern for its employees. It shows that the company does not view its employees solely on a professional level, but also on a personal level. Employees in return, show an added interest in the company. Employees usually show greater enthusiasm towards their job and employer when given positive incentives.

Employee services requires more than concern and interest; an integrated effort is needed. By using a number of marketing techniques, keeping an open line of communication, providing a variety of activities and services and keeping a positive attitude, an ES&R program can prove to be successful and beneficial to both the employer and employee.



Suzanne McLaughlin is employee club coordinator for Bachman's, Inc. in Minneapolis, Minnesota.

HAPPY ANNIVERSARY, NESRA!



Recreation & Welfare
Association



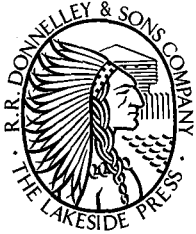
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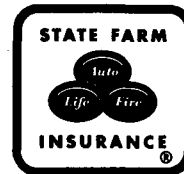
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For 50 years, the National Employee Services and Recreation Association has been providing its members with the education, resources and professional development they need to offer quality employee services and recreation programs to their organization's employees.

The companies shown on these two pages have helped make NESRA the association it is today: An association dedicated to enhancing employee quality of life.

Fifty Years of Pride and Progress

A review of NESRA's 50th Annual Conference and Exhibit

by Elizabeth D. Martinet, editor



Conference Chairman Phyllis Smith, CESRA, organized this amazing event and made it a truly memorable experience.



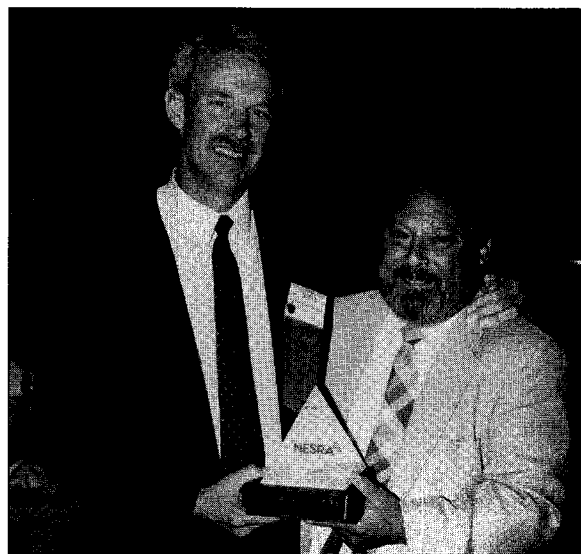
President Bob Pindroh, CESRA, and his wife, Corene, pause before the Closing Night President's Dinner "Birthday Salute" begins.



Jim Alexander, CESRA, chapter development advisor, and Ken Cammarata, NESRA Director of Member Services answered member questions at the NESRA booth.



Sixteen past presidents gathered to celebrate NESRA's Anniversary. They are (front row, l-r): Ken Wattenberger, CESRA; Ralph Ferrara, CESRA; Phyllis Smith, CESRA; Randy Schools, CESRA. (back row, left-right): Roy McClure, CESRA; Fritz Merrell, CESRA; Ed Bruno, CESRA; Leroy Hollins, CESRA; John Leslie, CESRA; Ron Jones, CESRA; Don Strosnider, CESRA; Bob Crunstedt, CESRA; Larry Deal, CESRA; Kirt Compton, CESRA; Steve Edgerton, CESRA; Dick Brown, CESRA; and current president Bob Pindroh, CESRA.



Steve Edgerton, CESRA (l) and Ralph Ferrara, CESRA, were both awarded NESRA's prestigious Distinguished Service Award. Their continued involvement and dedication have helped make NESRA the successful organization it is today.

For 50 years, NESRA has strived to offer valuable information in educational sessions while providing a forum to allow members to learn from each other. We have looked to the future while managing the present.

The 50th Annual NESRA Conference and Exhibit combined these successful traditions while challenging all of us to make the next 50 years better than our beginnings. An aggressive educational program, a record-breaking exhibit hall and truly magnificent entertainment were packed into a few short days.

We laughed at Donny Conn's pseudo-speech and learned that laughter, indeed, brings people closer together and makes us all feel better. We were humbled by Captain David Carey's speech and learned that faith in ourselves, our country, our God and other people—combined with the determination to give everything our best while remaining flexible—will help us all deal with the challenges of our lives a little more effectively.

Candy Cummings, health educator for The Wellness Center in La Mesa, California, showed us the value of "prophylactic mastication" while Joe Sweeney of Bottom Line Fitness in San Diego, California, taught us how to combat the disadvantages of exercise and accept that it's never too late to start a fitness program.

Bob Handly of Life Programs in Dallas, Texas, asked employee store managers, "Would You Do Business with You?" then pointed out the four critical secrets of customer service and the service pitfalls to avoid. Richard Flint, CSP, president of Flint, Inc. in West Palm Beach, Florida, taught delegates the difference between service and SERVICE, reinforcing the concept that "the number one thing a human wants to know is that they matter."

In a much-talked about session, Arthur Nathan, vice president of human resources for the Mirage Hotel, stressed employees need to be



The NESRA awards program recognizes NESRA members for their diligent efforts in leading ES&R programming to excellence. Bobbie Menkes of Transamerica Life Companies and Dick Brown, CESRA, of the Texins Association proudly display their Eastwood Awards for the best overall ES&R program for companies of their respective sizes.



The John J. Davis Award recognizes the best booths in the exhibit hall. Associate member representative Mary Lou B. Antista presented the awards. Shown with Ms. Antista and John Davis is Joan Stern of Passbook Clubs™ of America, winner of the John J. Davis Best Booth in Show Award.



Management support is crucial for a successful ES&R program. With this in mind, NESRA president Bob Pindroh, CESRA, presented Jerry R. Junkins, chairman, president and chief executive officer of Texas Instruments, Inc., with NESRA's 1991 Employer of the Year Award.



Arthur Conrad, CESRA, chairman of the NESRA Education and Research Foundation, poses with those who presented their generous donations at the conference.

treated as customers, then reinforced this concept by showing delegates the Mirage's unique and proactive employee services program.

A special "talk show" format allowed delegates the opportunity to rethink their chapter operations, to evaluate the use of volunteers and to encourage leadership development.


Steve Edgerton of Xerox Corp. in Webster, New York, presented ways ES&R managers can survive the '90s while Roger Herman, CSP, president of Herman Associates, Inc. in Rittman, Ohio, challenged delegates to "go back home to the office, sit down with the CEO and explain how the organization can be on the cutting

edge" in the future, by offering and expanding on ES&R programs.

These are only a few of the programs which were offered at the conference. Delegates also learned about the value of implementing recycling programs in the workplace; how to speak in public successfully; and how to plan, organize and promote a health fair for company employees and dependents. Delegates discussed liability, productivity, budgeting, networking, written communication, purchasing for higher profits, laughter as a stress-reliever and much, much more.

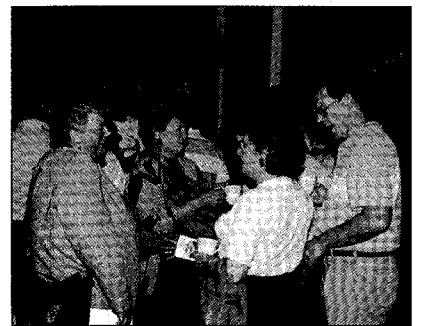
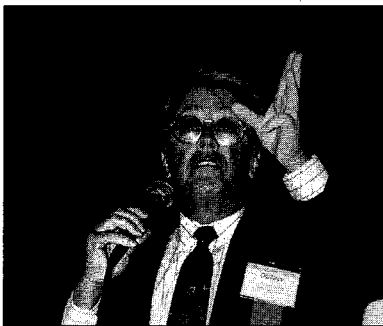
To encapsulate the events, sessions and exhibit hall at the 50th

Annual NESRA Conference and Exhibit, this photo-montage will help give you an idea of the celebratory atmosphere, the intense learning experiences, the honors and the excitement that took place.

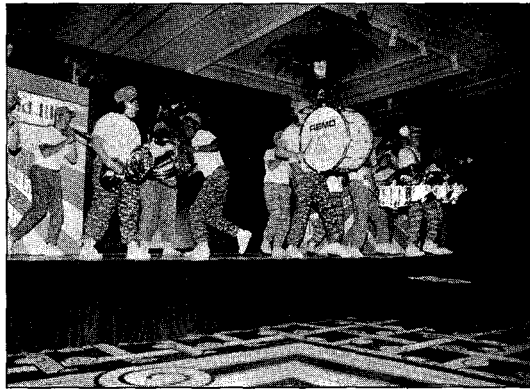
And, living up to our tradition of looking to the future, we invite you to attend NESRA's 51st Annual Conference and Exhibit at the Opryland Hotel in Nashville, Tennessee, April 1-5, 1992. Your programs, your organization's bottom line and your professional development will thank you. 

Photos provided courtesy of Employee Photo Service

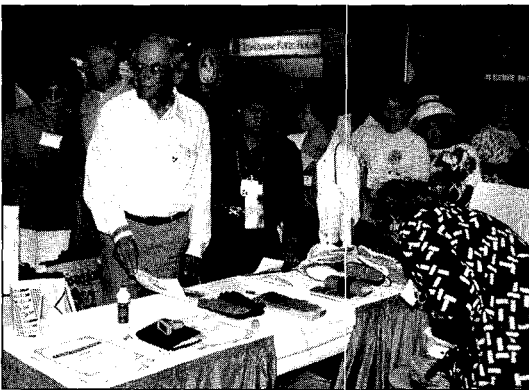
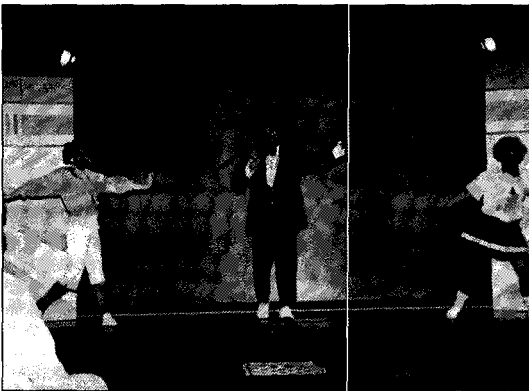
The Conference Speakers offered inspiration, challenged delegates to be their best, and made us laugh while we learned. Shown here are—Left: Donny Conn, who opened the conference in a light-hearted manner. Right: Captain David Carey, USN Retired, who used his experiences as a P.O.W. to show delegates that faith and dedication are necessary for us to be the best we can. Lower Left: Richard Flint, CSP, taught delegates to face toward tomorrow rather than yesterday. Lower Right: Roger Herman, CSP, who challenged ES&R managers to adapt to a changing work environment and propel their companies into the future.



Delegate participation and energy was incredible. Whether they were watching a show, participating in one of the conference talk shows or "hanging around" together, delegates wanted to make the most of their conference experiences—and succeeded.



Delegates were treated to magnificent entertainment. **Left:** The opening night dinner was themed "The Magical Wizardry of NESRA's 50 Years of Pride and Progress." Delegates entered a mystical kingdom decorated with wizards and dragons, feasted on an incredible dinner buffet and enjoyed the entertainment. **Right and Lower Left:** Sea World treated delegates to an evening of hors d'oeuvres followed by the exhilarating entertainment of their dancing band and a dancing/singing tribute to Sea World's many programs and services. **Right:** The Closing Night's President's Dinner "Birthday Salute" had many surprises for delegates. Shown here is a George Bush impersonator and his bodyguards as he approached the podium to wish NESRA a happy 50th Anniversary.



A record-breaking exhibit hall brought droves of attendees to visit associate contacts, meet new contacts and learn about the many offerings and programs available to NESRA member's.



Members of the Northeast Region hammed it up in the Employee Photo Service booth. Tom Kearns, far right, and Larry Wolfson (not shown) donated their film, expertise and time to bring you these conference photos.

Finding Time for the Family

Creating programs which help ease the demands on employee leisure time is a challenge for the employee services and recreation manager. Studying employee demographics and conducting needs assessments may help you identify key programming needs. Don't be surprised if you discover family programming is essential for your programs.

by Linda S. Freeman



Time...it could be our most valuable personal commodity. Competition for that time has reached Olympian proportions. Local symphonies, art centers and charitable organizations can testify that many times it is easier to convince people to part with money than to commit their time. In the employee services arena, you have probably heard similar statements from individuals at your company regarding volunteers for specific programs.

Most employee services efforts present at organizations have evolved as an administrative response to remedy employee morale issues or to proactively address recruitment and retention indicators. As the demands of the workplace spill over into the personal

lives of employees, it has become more important than ever for the individuals responsible for employee services to be aware of the

many work and nonwork demands employees are subjected to. The challenge is to structure programs and services which will not add to the demands on personnel time and resources, but rather assist in making life easier for personnel and, hopefully, result in goodwill being generated toward the organization.

At the November, 1990 NESRA Region V Conference in Minneapolis, Minnesota, Dr. Robert Veniga presented data which brings the competition for leisure time into sharp focus. This award-winning author indicated that in 1980, the amount of leisure time available to individuals

was 25 hours per week. Today, the leisure hours available to us has dropped 40 percent to only 15 hours per week.

Whether your employee services area is programming family, social, cultural, educational, recreational or travel opportunities, one thing is clear: No matter how well you market or at what price you offer the event, you will automatically be placed in tough competition for limited leisure hours.

This situation is a catch-22 for employee services. In order to provide a great service for personnel caught in the time vice of the '90s, family programming is essential. For personnel to receive the benefits being provided, they have to be enticed to participate in light of major competition for their time. Appropriate selection of programs to offer becomes the significant challenge.

As a demographic group, families are vulnerable to the many demands of finding time together and making it count. It is important to remember that "family" does not necessarily mean children are a part of the lifestyle picture, or, if children are present, that there are two parent/guardian figures on the scene. Dual-earner couples should also be considered in any programming, as well as single individuals and the more mature age group categories. All of these groups are similarly impacted by the crunch for quality leisure time and should not be ignored when considering program options. Diversity is the key to successful programs and services, just as diversity in your organization's workforce is key to the success of the company.

Programming more is not necessarily the answer. Programming "smart," or appropriately, and then following through with excellence and met expectations will more efficiently use resources available. Demographic analysis of your organization's personnel group is an essential tool for targeting these programming and service efforts. In such an analysis, much guesswork is eliminated and you will have important indicators for directing your own administrative time and program resources to their best advantage.

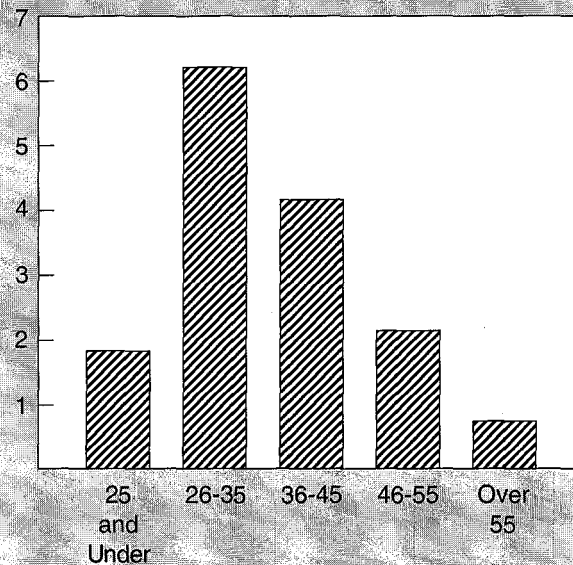
Employee Demographics

Mayo Medical Center (MMC) in Rochester, Minnesota, is comprised of three diverse organizations: Mayo Clinic, Saint Mary's Hospital and Rochester Methodist Hospital. Current personnel numbers approach 16,000. With the inclusion of retirees and Mayo program-associated students, the individuals eligible to participate in the employee services offerings of the MMC Activities Program is approximately 19,000 persons. In existence for 10 years, the Activities Program has had over 210,000 persons participate in nearly 1,500 events and programs. In 1990 alone, over 21,000 persons were involved in 229 different programs.

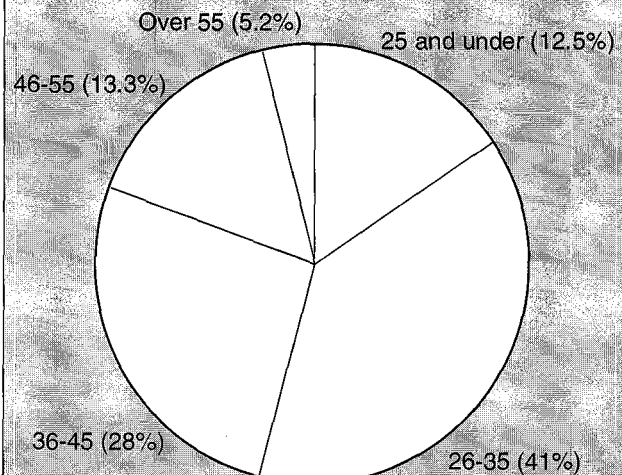
Appendix A

Age Group Distribution

Mayo Medical Center 1990
Total age distribution
(by thousands)



Mayo Medical Center
Age Distribution Percentages



In order to maintain quality and interest at these high levels and to meet the institutional goals and objectives of the program, diversity in programming and an annual demographic analysis of the personnel base is the minimum evaluation undertaken to assess appropriate programming focus.

Various breakdowns of personnel statistics can be used to support programming in different areas, or at least indicate areas of need. For the MMC Activities Program, the large, integrated personnel base can be portrayed simply in informative, statistical "snap shots." These "snap shots" can help predict an area of programming need or potential interest.

For example, it may help you to target a program or service, or justify a budget allotment to know what the male/female proportions of your personnel base are, or the married/single ratio.

Age group distributions (Appendix A) are especially helpful in extrapolating information. For example, as shown by the accompanying graphs, the predominant age group at Mayo Medical Center are those between the ages of 26 and 45 (69 percent). Further analysis shows that within that majority, 73 percent are married. These numbers indicate that a strong potential exists for the

presence of children and family groups, and quality programming in those areas have a solid chance at success. After recognizing these majorities we then proceeded to implement varied special programs to address this individual need.


Demographic data will indicate obvious majorities, and while that is beneficial, it is important to provide programming alternatives for other present demographic groups. Analysis of demographics and the philosophy to program "something for everyone," mirror in the diverse programs which can result (Appendix B).

Additional demographic evaluation can be used in larger corporations which may have personnel based at separate sites. Analysis may show that age distribution majorities or married/single ratios at one site may differ considerably from personnel at another site. A singles social event or cultural offering may achieve great success at one site and receive dismal interest at another. Demographic analysis could assist in preventing the latter scenario.

Needs Assessment

If a needs assessment indicates family programming is essential, the information can be extended into all areas of your programming efforts to augment diversity: Family sports leagues, adult/child divisions in tournaments, Halloween/Spring/Holiday events for the enjoyment of children and adults, vacations geared toward a family target group (fly/drive options are popular) and ticket office items reflecting similarly flavored selections. You will not necessarily be creating more programs, but broadening the base of interest in programs already established.

Conclusion

Employee services for the '90s will undoubtedly emphasize quality programming for family groups. Excellence in programs or services provided is essential in light of extreme competition for employee leisure time and resources. Appropriately targeting programs and services by the use of demographic analysis will achieve maximum benefit for employees, for the organization and for yourself in your administrative efforts to provide these services. 

Appendix B

Diversity of ES&R Programs

Program	# Events	% of Total
Family/Social	72	31
Cultural	89	39
Recreational	48	21
Educational	8	4
Vacations	12*	5

* Number includes informational and pre-departure meetings

Linda S. Freeman has been the coordinator of the Activities Program at Mayo Medical Center in Rochester, Minnesota, for the past five years. The Activities Program has been the recipient of eight NESRA awards, including the 1987 Eastwood Award.

NESRA proudly announces another publication in its series...
Programming for Employee Services and Recreation!

Programming for
Employee Services
and Recreation

by James Busser

For both the corporation and the employee, workplace recreation and employee services have become of vital importance to the productivity of both. Yet developing, organizing and implementing the best programs for your specific work environment is a greater challenge than most managers and employers are prepared to face.

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Fitness, Employee Services and the Employee Store

Location and accessibility contribute to the success of Sequel's employee store, situated adjacent to the fitness center, a profitable arrangement for both. Here's how.

by Julie O'Grady

It can be intimidating to walk into a fitness center, but it's never intimidating to shop.

There is much more to employee services and recreation than one may observe. In order to be truly effective and successful in this field, the ES&R manager must utilize

marketing tools in order to sell and promote employee programs. Creative marketing can be the key to success. At Sequel, management takes a refreshing look at employee services and fully endorses employee programs. They look to the employee services department for aid in boosting employee morale.

Sequel, Inc. is a one-year-old computer peripherals company with 650 employees based in Santa Clara, California, the heart of Silicon Valley. Being located in the Valley makes for a very competitive employment environment. Sequel not only has the capability of attracting top-notch potential candidates with an excellent benefits package that includes the standard health, welfare and savings features, it also provides very attractive on-site accommodations.

Sequel's employee services, a part of the human resources department, operates and oversees a state-of-the-art fitness center, the Sequel Store, food services, all employee functions and special events. The fitness center and Sequel Store are impressive "show pieces" to potential employees and customers. It boasts a full line of exercise equipment, including Body Masters, weight training equipment, free weights, Stairmasters, Lifecycles, Concept II rowers and a 1,200 square foot spring-loaded aerobics room. To accommodate employee recreational requirements,

there are also two ping-pong tables, a shuffleboard table and pool table. The store sells items ranging from discount movie and amusement tickets to quality Sequel "logo" merchandise, such as pens, pencils, sweaters and jackets.

The store was originally designed with a walk-up service window. However, through experience and experimentation, it was found to be much more accommodating to the employee and beneficial for sales to allow the employees to walk into the store. The service window is often left open to show off the displays. The "walk-in" store is more effective in selling merchandise. Employees are more responsive and apt to buy when they can handle the merchandise themselves. Together, the store and the fitness center help each other, giving exposure to all aspects of both functions. An example of this would be having an employee who may be intimidated by a "fitness buff." This employee would more than likely never step foot into a fitness center. With the two being adjacent, the employee might come in to purchase an item from the store, casually take in the surroundings and activity and discover the environment is much more relaxing than originally anticipated. I believe if you can get them in the door, you can sell them your programs. Exposure is the name of the game. If you are going to sell your services, what better way to do so than to have them housed together?

Staffing/Customer Service

From a staffing point of view, it is much easier to administer the store

and fitness center by having the two together. Staff is almost always on hand to help the shopper and, in turn, can aid the person who needs fitness guidance or program information. The posted hours of operations are Monday, Wednesday and Friday from 11:30 a.m. through 1:00 p.m. and Thursday 7:00 a.m. through 8:30 a.m. and 4:30 p.m. through 6:30 p.m. Thursday store hours accommodate the "graveyard shift" by opening in the early morning; the late afternoon hours are set up for the "swing shift." Whenever possible, one of the staff members will always open the doors for an anxious customer.

There are two full-time staff members who cover the open hours of the store and the fitness center. The fitness center is open Monday through Friday 7:00 a.m. through 7:00 p.m. Throughout the year, Sequel supervises interns from various California universities. The interns work in the fitness center between 20 and 40 hours per week depending upon their college guidelines. Both the staff and the interns are cross-trained in all aspects of employee services. It is important for everyone to know about store operations as well as fitness center procedures. Everyone is trained to handle most of the common questions and concerns that may arise throughout the day.

Customer service is highly stressed. The employees are the customers and can be better accommodated by the staff being visibly available to them. This, in turn, makes the staff more approachable, which creates a "comfort zone" and familiarity. Recreation equipment, such as the ping-pong tables and pool table, plays an important role by attracting nonathletes and introducing them slowly to the world of fitness. The fitness center and store are purposely used as a focal point for activities. If employees are eligible for a certain award, they would like to sign up for a specific event, or they just need to

pick up their photos, they must come to the center. This helps expose them to the other aspects offered.

Store Programs

The Sequel Store sells primarily Sequel "logo" merchandise as well as discount tickets to various local attractions and movie theaters. Quality is stressed. Since the store is only one year old, several garments were purchased in low quantities to test market the items and see if they would sell. The apparel line consists mostly of T-shirts, sweatshirts, sweatpants, golf shirts, sweaters and jackets. The store offers other items such as pens, pencils, waterbottles, note pads, folders, gym bags, mugs, hats and keychains. There are a few items bought on consignment, such as stuffed animals and discount dining books, but the majority is purchased up front.

Merchandise is marked up an average of 20 percent. The inventory is very high quality, yet it is affordable for the employees. Since Sequel is a relatively new company, the logo apparel has been overwhelmingly popular with employees. By far the best customer is the President and CEO Mike Haltom. He sets the example of company pride by owning one, if not two, of everything.

Conclusion

The success of Sequel's employee services can be attributed to many things. Top management support is the key to setting up a top-notch program. Location aids in accessibility and exposure. Good customer service keeps the employees coming back for more, and marketing all the programs to their full potential creates the

awareness that is necessary for employee participation.



Julie O'Grady is employee services manager for Sequel, Inc., in Santa Clara, California.

Share the Knowledge!

Do your coworkers and supervisor(s) really understand the field of employee services, recreation and fitness/health? Help them out by ordering them personal subscriptions to *Employee Services Management* magazine for only \$20.00—a savings of over 40 percent off the regular one-year subscription rate. Don't let them continue to receive their information second- or even third-hand from a copy that's passed around the office. By receiving their own copy of the magazine, they will increase their awareness and understanding of the field and the important role you play in your organization.

Act now! Send the name(s) and address(es) for each person who would like to receive their own copy of ESM and your check for \$20.00 per subscription to NESRA, ATTN: ESM Subscriptions, 2400 S. Downing Avenue, Westchester, IL 60154-5199.

Better Safe Than Sorry

For most of us, engaging in physical activity “on purpose” does not come naturally. We need motivation, and usually some form of organized, interesting event to get us off our duffs and moving.

While the ES&R manager is in an ideal position to provide these three factors, it's imperative to remember

safety when
planning or
running

programs.

Safety combines common sense and a proactive approach to your participants' overall well-being. Making sure they practice safety when engaging in physical activity is only one factor to consider. You must also make sure your participants use safe equipment and recognize their own limitations.

A review of the need for safety in exercise.

*by Elizabeth D. Martinet,
editor*

Safety in Numbers

Exercising in groups is not only more fun, it's safer. While there's a certain value for people who enjoy the peace and quiet of a morning or late-night jog, bike ride, etc., it's not safe. Countless hazards exist for those who exercise alone. Among them are injuries, exposure to crimes committed against the individual and the potential to be hit by an oncoming car or other vehicle.

If you, or someone you know, feels it necessary to have personal time while exercising, be prepared for the worst-case scenarios. Don R. Powell, Ph.D., offers these suggestions for people who exercise in the dark:

- Attach reflective tape to the front and back of clothes.
- Carry a flashlight/use a headlight on your bike.
- Don't use the road. Use the sidewalk—or better yet, grass—if possible.

- Face traffic if you must use the shoulder.
- Be aware of your surroundings.¹
I add the following to this list:
- Bring identification with you and some spare change in case you need to make a phone call.
- Let someone know when you're leaving and when you expect to return.
- Take a different route every so often.

Think of implementing a buddy system for those who like to venture out before or after daylight hours. It's a good idea anyway. This way, people can decide to have their peace and quiet and be safer.

Warm Ups and Cool Downs

Going from sitting on the couch to running sprints and then immediately sitting back down makes absolutely no sense, but that is precisely what so many “sometimes” athletes do. They may play the occasional game of softball, only to wonder later why they are so sore the next morning. The body should be eased into activity and then, following the activity, eased into rest.

Though sources differ on how long one should warm up before exercise, it's generally agreed that doing a less strenuous form of the activity until the person feels ready to “get busy” is a good idea. For example, walk for a while before starting to jog or run; walk before getting on your bike and pedaling for a half hour; get the arms and legs moving before playing in a softball or volleyball game; perform light, easy-to-do resistance or flexibility exercises before an aerobics class. Remember that, for some, it may take 10-15 minutes to warm up; for

others, a few minutes will get the cardiovascular system ready for a workout.

According to the National Safety Council, studies show the muscles perform better when they are slightly warmer than normal body temperature, for example 100° F for a person with a resting body temperature of 98.6° F.² Getting an optimal workout, then, would include, literally, a "warm up" of the muscles.

Following exercise, a cool down enables the body's cardiovascular system to return to normal gradually.³ This involves the same types of exercise as the warm up and, according to Joe Sweeney, a speaker at NESRA's 50th Annual Conference and Exhibit, should also include some stretching to avoid stiffness later.

Proper Equipment

Certain sports are intrinsically less safe than others. The following list of activities most often cause accidental injury, as reported by hospital emergency rooms:

- Bicycling
- Baseball
- Football
- Basketball
- Skating
- Swimming.⁴

Taking steps to reduce the likelihood of injury as much as possible will help you run safer programs. The first logical precaution to take is to make sure the equipment you use is in top-notch shape. For example, bikes should be well-oiled and in good working order. The swimming area should be clean, the pool germ-free and a well-trained, qualified lifeguard should be on hand.


A well-stocked first-aid kit should be within easy access. Individuals qualified to administer first aid, perform CPR and so forth should also be present whenever anyone is

participating in your recreational programs.

The body is the most necessary piece of equipment for any activity. Participants should learn to be aware of their limitations, to recognize the signs of overexertion and to learn how to pace themselves. Educating employees about these factors will help them become more moderate and, hopefully, consistent in their approach to fitness.

Clothing and shoes should be appropriate for the activity. For example, clothing should be breathable, layered and lightweight in the summer; warmer—and still layered—in the winter. While you take this as a given, it's surprising how many people exercise in restrictive or uncomfortable clothing.

Conclusion

While we all appreciate the fact that physical activity is good for us, there is a certain risk in participating in sports or recreation programs. It makes sense for you to consider the ability and interest levels of all participants when planning your programs. Use quality equipment. Teach participants how to pace themselves and how to know their own limitations. Exercise caution in where and when programs take place. In general, use common sense to run your programs as safely as possible. 

FOOTNOTES

^{1,4} Don R. Powell, Ph.D., *A Year of Health Hints* (Pennsylvania, Rodale Press, 1990) pp. 290, 306.

^{2,3} *Playing It Safe: A Pocket Guide to Fitness*, published by the National Safety Council, February, 1987.

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Any organization should provide coverage in the unpleasant event that somebody is injured in a program and sues. There are basically three situations regarding such coverage: Self insurance; no insurance; and insurance company or carrier-provided liability coverage.

Self insurance applies generally

only to
the
largest

Liability Insurance

and most financially stable organizations, which are able to set aside funds to cover any potential lawsuits against that organization. Any loss is written off as an expense of doing business and, of course, passed along to the consumers.

No insurance coverage, or insufficient funds for self insurance, is commonly described as "going bare." Not having insurance is similar to self insurance except there is no contingency fund set aside for defense and judgements, and presumably no way over the long run to pass this cost on to consumers as a cost of doing business. At the very least, having no insurance coverage is irresponsible. At the worst, it is an open invitation to financial disaster for the organization and possibly the individuals involved in that organization. In the long run, it makes sound business sense to have liability coverage for employee services and recreation programs.

A description of the need for liability insurance and a discussion of the duties of the insurance carrier and the organization.

by Cody B. Bartlett, J. D.

What Insurance Does

Liability insurance coverage basically insures the organization against claims for negligence in performing various services or providing various products. Quite simply, it is a means of protecting the organization and individuals in it

from mistakes and from errors in judgement.

When the insurance policy is in place, the insurance company or carrier has certain responsibilities. First, there is an obligation to "appear." This means the insurance company must answer a summons and complaint in a lawsuit. The insurance company is also obligated to defend in the lawsuit. Because of this obligation, the organization and the covered ES&R managers do not have to pay lawyers to defend them against any claims (assuming the claims are under the coverage of the policy). The third, and final, obligation of the insurance carrier is to indemnify. The insurance carrier, not the organization or the individuals involved, has to pay any judgement that is obtained (within the limits of the policy).

The duty of the insurance carrier to defend is generally broader than its obligation to indemnify. This distinction means that the insurance carrier is there providing "free" legal services even though there is some question whether the policy covers the event at issue. This is a very nice feature in that the insurance carrier provides a defense even though there is some doubt as to whether the insurance carrier will ultimately be responsible.

Researching Insurance Carriers

The organization generally will deal with either an insurance broker or an insurance agent. Although the distinctions are blurred and to a certain extent have limited meaning, a broker generally is not working for one particular insurance company, but rather has a number of companies s/he will insure the organization

with. On the other hand, an insurance agent usually represents a company or companies and attempts to sell the organization that particular company's policy.

In any event, the organization should shop around and obtain a number of estimates and quotes regarding coverage. It should compare the companies involved, the rates, the coverage, and the effectiveness of the broker or agent. It is very important that the organization have a broker or agent with whom it is comfortable and from whom it can obtain answers to questions. Along those lines, however, it is preferable to have any questions answered in writing by the broker or the agent.

In looking at the insurance carrier, there are various rating services. There is, among others, a Best Rating Service, which provides information on insurance carriers and also rates them. A Best Rating of "A" is recommended, if it is available for the type of coverage you want. The insurance carrier should also be licensed by the State Insurance Commission or similar agency for that particular state. This is something the organization should document in writing before purchasing any insurance. Further, because insurance companies' ratings may vary, it is a good idea to review the rating of your carrier at least on an annual basis and also to check with the State Insurance Commission or similar agency to see whether that carrier is still in good standing with the state officials.

Understanding the Policy

After you choose an insurance carrier, you need to read the policy and attempt to understand it. Such a challenge is no small matter. It is imperative, however, that you and the organization know and

understand the requirements of the policy and know and understand what is covered and what is not. A policy that does not provide coverage in a particular area is as bad as no policy, with the possible exception that, as mentioned above, there may at least be a duty on the part of the carrier to appear and defend until such time as it is able to be excused from this obligation because the coverage is not provided.

Once there is a general understanding of the subject matter and the individuals covered by the policy, you must understand the limitations of the policy. For example, regarding deductibles, do they apply to each incident or do they apply to each individual in an incident? Let's assume the organization operates a recreational facility. The roof in the recreational facility collapses and injures eight people. The deductible involved is \$8,000. Is that \$8,000 for the one incident, or is it \$8,000 for each individual? There is a tremendous difference here between the organization being responsible for \$8,000 and being responsible for \$64,000. Know and understand how the deductible works and how the coverage will be applied.

Coverage in Action


Let's imagine the unfortunate day arrives when an accident occurs involving the organization. Somebody is hurt. It seems the policy will cover the injury. What do you do?

Everyone in the organization has a duty to cooperate completely with the insurance carrier providing coverage for that organization. Among other things, this means any and all accidents must be reported immediately and properly. Look at the policy. Report in the manner required by the policy. There may well be a distinction between your insurance person being an agent or a

broker and whether or not reporting to him or her is acceptable notice to the company. Do not take any chances. Follow the wording of the policy to the absolute letter.

At the very least, the report should be made immediately and should be in writing. After it is sent to the proper address, someone in the organization should make sure the report has been properly received and that the insurance carrier admits and acknowledges receipt of that notice. From that point on, anything relating to the accident should be cleared with the properly assigned person representing the carrier. You are obligated to assist the carrier in providing the necessary defense and also to cooperate with the carrier. Make certain no one in the organization does anything to interfere with these obligations.

Summary

While self insurance or no insurance are options for liability coverage, it makes sound business sense to have liability insurance coverage for employee services and recreation programs. Research prospective insurance carriers thoroughly and find a broker or agent you and your organization are comfortable with. After you've found a carrier, you must understand the requirements and limitations of the policy. This way, you'll be prepared to cooperate fully with the carrier in the unfortunate event that someone gets hurt while participating in one of your programs and then sues. 

Cody B. Bartlett, J. D., is an attorney practicing law in Upstate New York. He is also an officer and director of Fitness Risk Management, Inc., a Denver-based risk management company dedicated to providing safe, effective, professional services to the fitness and health club industry and legal community.

A Hawaiian Excursion

An overview of this exotic destination.

by Elizabeth D. Martinet,
editor

If you're wondering where on earth you can take a travel group comprised of retirees, families, newlyweds, avid golfers and sports enthusiasts, and those who like to "get away from it all," consider Hawaii your ideal destination.

The Hawaiian islands combine tropical beauty, rugged landscapes, white and black sanded beaches and incredibly metropolitan areas with unique Polynesian traditions. The islands you choose to visit will depend on your interests; each island has a flavor all its own.

The sights and attractions of each island differ from coast to coast. For example Oahu varies from metropolitan Honolulu to pristine beaches. Each island, though, features excellent cuisine and entertainment, unique shopping and plenty of recreational opportunities.

Golf is a popular sport on all the islands. You can also arrange for snorkeling excursions, four-wheel tours on Lanai or Molokai, whale-watching expeditions and so forth. Your options are virtually endless.

Don't forget to participate in a luau, an exotic combination of a tropical feast with plenty of entertainment and hula dancing. Or, arrange to see a Don Ho performance.

Making Reservations

Hawaiian travel groups can choose from fly/drive options or guided tour packages. You can stay in first-class hotels or condominiums complete with kitchens.

Because of the popularity of this destination, it's best to make your reservations at least six months in advance. This way you are assured of the most competitive airfares, the accommodations of your choice and

reservations aboard inter-island planes or helicopters. The peak season is June 7-August 31; regular season is April 1-June 6 and September 1-December 19. You may want to consider this as you plan your itinerary.

In order to get the best from a Hawaiian vacation, you'll want to arrange for a helicopter tour and hop from island to island on an inter-island plane. Because of this, it's usually less expensive to arrange a full tour package which will include these features than to take a fly/drive vacation.

The length of the trip you take will also determine which islands you visit. As a general rule of thumb, if you're planning on spending a week, visit only two islands instead of trying to cover all of them.

Hawaii *The Big Island*

The youngest and largest of the islands is famous for its active volcanos, Kona coffee and the world's largest macadamia nut farm.

Visit Volcanoes National Park to watch as Mount Kilauea, the world's most active volcano, spews forth fiery lava. Kilauea Crater is said to be the legendary home of Madame Pele, the Hawaiian goddess of fire.

Hawaii is also famous for its black sand beaches and fields of orchids. This island is a unique way to appreciate both the force and beauty of a natural setting.

Kauai *The Garden Isle*

Though somewhat less developed than Hawaii or Oahu, Kauai is a

spectacular place to visit. Kauai features secret beaches which stretch for miles, incredible foliage and sugar cane plantations.

The oldest island in the chain, Kauai features Mount Waialeale, the wettest spot on earth, which receives more than 450 inches of rain annually. Because of this tropical setting, a visit to the Fern Grotto to hear the Hawaiian wedding song—and probably watch a wedding in progress—is in order.

Take a helicopter tour to Waimea Canyon, the grand canyon of Hawaii, to take in the amazing colors and natural beauty of this canyon. Or, take a Wailua River/Waimea Canyon Tour and listen to the songs and legends of Hawaii.

The Na Pali coastline and the Na Pali Cliffs are also “must-sees;” the cliffs are accessible only by boat or helicopter, so remember to arrange for a tour.

Maui

The Valley Isle

Maui is considered to be the most beautiful of the islands and is the second largest. Maui features the world's largest dormant volcano, Haleakala crater, the Iao Needle and the unusual rock profile of John F. Kennedy. The Haleakala crater, called “The House of the Sun” is an enormous volcanic crater which could contain all of Manhattan.

For a visit to the past, take the Sugar Cane Train to the ancient whaling village of Lahaina.

Oahu

The Gathering Place

The third largest island is home to famous Waikiki beach and the state's capital, Honolulu. Oahu is an island bustling with life, as 80 percent of

Hawaii's population live on this island.

Tour the Polynesian Cultural Center or take a scenic drive over the Koolau mountains. On Oahu, the people of Polynesia, the Samoans, Maoris, Fijians, Tahitians, Hawaiians and Tongans have transplanted the crafts and charm of their native homelands.


The Pearl Harbor National Memorial Park, the USS Arizona Memorial and the National Memorial Cemetery are truly unforgettable monuments.

The Other Islands

Lanai and Molokai are two of Hawaii's best-kept secrets. The timeless unspoiled quality of these islands is perfect for the adventurous who want to hike along beautiful terrain or cruise in a four-wheel drive vehicle. These islands feature deserted beaches, misty pine forests and fields of ancient petroglyphs.

Although more rugged, you can still play golf or snorkel, ride horses or search for deer, sheep, quail, partridge and wild turkey.

Conclusion

The Hawaiian islands are truly a magnificent vacation destination. The hard part for you will be deciding which of these spectacular islands you want to visit. Regardless of where you go, you can be sure of amazing sights, great food, shopping and plenty of recreational options. Aloha! 

Lincoln Mall Travel Center provided this information.

STOP SWEATING IT!

Don't spend hours researching a service or program you'd like to provide for your employees.

NESRA can help!

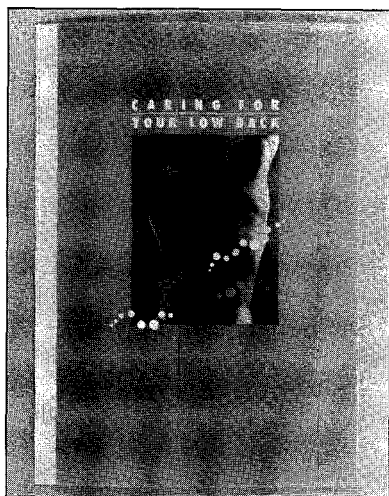
- *Employee Services Management* magazine
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- Full Time Staff
- Discount Programs
- Research Reports
- Much More!

You've paid your dues; now use the resources that are available.

(708) 562-8130



Back Care Booklet



Krames Communications has released a new booklet on low back pain: *Caring for Your Low Back*. This 16-page guide offers a unique approach to patient education. ES&R managers are invited to request sample copies.

This booklet uses a combination of color photography and text to inform and motivate readers. It shows the causes and effects of back pain and helps patients understand treatment options. The booklet's comprehensive approach provides a context in which patients can see their injury and recovery. It helps readers understand why a commitment to personal involvement is essential in order to continue recovery and maintain back health.

For more information, contact Krames Communications, Dept. CLB, 312 90th St., Daly City, CA 94015-1898, (415) 994-8800, ext. 328.

Product for Golfers

Two golfers from Nevada invented the Putting Aid, a new practice device to improve putting accuracy

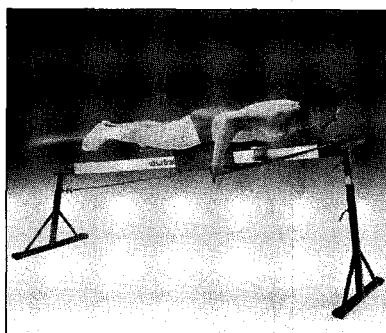
by indicating the correct putter head angle before taking a stroke.

This device provides an opportunity to practice throughout the year, ensuring that the correct putting stance feels natural and comfortable come spring. The Putting Aid can help raise the concentration level and confidence of almost any golfer.

The original design was submitted to the Las Vegas Office of Invention Submission Corporation. It is currently available for licensing or sale to manufacturers.

For more information, contact Invention Submission Corporation, Dept. LVN-293, ISC, 903 Liberty Ave., Pittsburg, PA 15222, (412) 288-1300.

Swim Without A Pool



The Vasa Swim Trainer "Basic" model provides the benefits of swimming without the need for a pool. Over the past year, its designers have worked closely with several U.S. Olympic swim coaches, swimmers and elite triathletes to develop this new basic model. It is designed to provide maximum swim-specificity with many swim stroke applications and unlimited resistance settings.

With this device, swimmers and triathletes enjoy the ability to build their strength and endurance while

practicing correct stroke technique and saving a lot of time. Fitness enthusiasts also benefit from getting total upper body conditioning in minimal training time.

Now institutions can offer swimming to their members when they cannot furnish a pool. Those facilities that have a pool can now offer participants an alternative when swimming pool time is a premium. The Vasa Swim Trainer takes up little space and provides maximum benefits in a minimum amount of time.

For more information, contact The Vasa Swim Trainer, 372 Governor Chittenden Rd., Williston, VT 05495, (802) 660-9660.

Video of Survival Techniques for Cancer

Varied Directions Inc. presents "Fight For Your Life: Survival Techniques of Those With Cancer" video.

This video featuring Dr. Bernie Siegel, author of the best selling book *Love, Medicine and Miracles*, is designed for adults and young adults with cancer, their relatives and friends. The program helps people face their cancer and teaches them how to fight for life.

This self-help program provides information and inspiration to those fighting cancer. The two-and-a-half-hour video introduces people who share their cancer survival experiences with the viewer. Dr. Siegel discusses the power of the mind in the healing process. He stresses the importance of developing a shared relationship with doctors and how to deal with fears and doubts. The program also focuses on exercises and visualization techniques which, according to Dr. Siegel, produce positive healing

effects. This program is sensible and inspiring.

The video can be kept in a corporate library or added to an employee assistance program or wellness program.

For more information, contact *Varied Directions Inc.*, 69 Elm St., Camden, ME 04843, (207) 236-8506.

Convenient Camping Hotline

You can now call the Go Camping America Committee, (800) 47-SUNNY to get everything you need to plan a camping trip during the "Go Camping America" Festival '91.

Hotline callers will receive a free, full-color, 16-page "Go Camping America" vacation planner filled with information sources needed to get started on a camping and RV trip. They'll also get a calendar of Festival '91 events—tourism and outdoor recreation activities around which travelers can build camping vacations to areas they would like to visit. Callers will receive campground and RV park directories for those areas.

As a bonus, anyone calling the toll-free camping hotline will receive a Go Camping America "Sunshine Card" entitling them to special hospitality activities and privileges at participating campgrounds and RV parks during Festival '91.

For more information, contact *Go Camping America Committee*, P.O. Box 2669, Dept. 23, Reston, VA 22090, (800) 47-SUNNY.

Ballfield Safety Fence Offered

Corridor Supply Company offers a Total Safety System fence for use at ballfields, replacing dangerous wood slat fences with steel posts.

The Total Safety System includes:

- A 4 feet high outfield fence: 500

linear feet of lightweight, smooth-edged safety fence. Constructed of high density polyethylene, this durable plastic fence was engineered for strength and flexibility. Available in a variety of colors.

- Fifty white flexible fiberglass posts. Strong and easy to install, these 6' posts will give upon impact unlike sharp-edged steel posts. A top support hole is pre-drilled for tie attachment. A steel drive cap is also included to extend post life.

- Two hundred interlocking ties. These U.V. stabilized ties are 7" long and make installation quick and easy.

- Complete instructions for installation and an 800 number for any questions or problems.

For more information, contact *Corridor Supply Company*, P.O. Box 9097, Downers Grove, IL 60515, (800) 245-7520.

Educational Indexes Available

Seminar Clearinghouse International, Inc. (SCI), a nationwide information service for professionals responsible for employee development and training, has published six *Educational Indexes* on "Quality in the Workplace."

The indexes include: *Total Quality Management*, *Service Quality*, *Employee Empowerment*, *Managing America's New Workforce*, *Literacy Skill* and *Competing in a Global Marketplace*.

Each index covers public seminar events including dates and locations, videotapes and books. Each entry contains a description of the resource, cost, and where and how to get it. In all, it contains hundreds of the most up-to-date resources on skill development and implementation.

The indexes can be ordered individually or in a set.

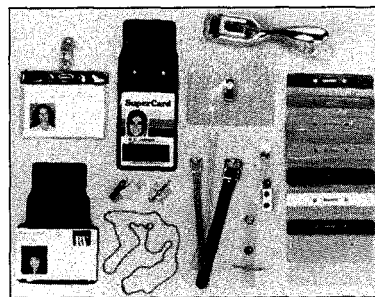
For more information, contact *SCI*, P.O. Box 1757, St. Paul, MN 55101-0757, (612) 293-1044.

Exercise Guide

Employees can learn to choose exercise classes that make them feel pleasantly tired and exhilarated, not exhausted and sore, by using the pamphlet, *The Right Class for You—A Consumer's Guide to Exercise Classes* by the Maryland Commission on Physical Fitness. The pamphlet helps the consumer identify an instructor who has been properly trained to teach an exercise class.

For more information, contact the *Maryland Commission on Physical Fitness*, 4201 Patterson Ave., Baltimore, MD 21215-2299, (301) 764-2965.

New I.D. Cards



PhotoKards I.D. Systems now offers new patented cold seal laminating systems that are easy and inexpensive to use.

No electricity is required to make these cards. Systems produce color photo I.D. cards that are permanently bonded and tamper proof. They can be designed with your logo and message.

PhotoKards are ideal for associations, company events and meetings.

Heat seal laminating systems and a complete line of identification accessories and attachments are also available.

For more information, contact *PhotoKards I.D. Systems*, 4162 Oxford Ave., Jacksonville, FL 32210, (800) 874-2551.

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Then read **Working with Volunteers in Employee Services and Recreation Programs**

by Kathryn Wiedman Heidrich, Ph.D.

For a more productive, more satisfied volunteer force, equip yourself with the management tools provided by *Working with Volunteers in Employee Services and Recreation Programs*. This book offers practical information about working with volunteers based on current research in the fields of leisure and volunteerism. Many specific methods, techniques and suggestions are presented, allowing the reader to choose from alternatives that may work best in a particular volunteer setting. Each chapter ends with a "checklist" of questions providing a quick review of important information.

Here's what Jeanie Calvin, Safeway Employees' Association division secretary, has to say:

"Everyone who works with volunteers should get this book. *Working with Volunteers* from NESRA...has been the single most helpful piece of literature it has been my pleasure to read since I began working in employee services 12 years ago."

If you work with volunteers or plan to in the future, *Working with Volunteers in Employee Services and Recreation Programs* will provide you with valuable information to make your program a success!

Order Form

Yes! I want my volunteer program to be a success! Please send me _____ copies of ***Working with Volunteers in Employee Services and Recreation Programs*** at \$15.95 each (\$20.95 for nonmembers) plus \$2.00 for shipping and handling.

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Operating Employee Associations: Providing Employee Services and Recreation Programs

This book focuses on the history and philosophy of employee associations, tasks that should be dealt with, the management of people and offers an extensive number of samples for employee association administration. 148 pages.

Member Price—\$15.95

Nonmember Price—\$20.95

Programming for Employee Services and Recreation

Excellent step-by-step information guides you through the how to's of each aspect of programming—everything from identifying to evaluating services for your company.

Member Price—\$15.95

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Working with Volunteers in Employee Services and Recreation Programs

Many specific methods, techniques and suggestions will allow the reader to choose from alternatives that may work best in a particular volunteer setting. Each chapter ends with a "checklist" of questions providing a quick review of important information.

Member Price—\$15.95

Nonmember Price—\$20.95

Motorola's Recreation Manual—2nd Ed.

A comprehensive, 238-page volume particularly helpful to those needing assistance in administering employee recreation programs. It covers a wide range of employee services and activities with sections on safety, insurance, financing, recognition, banquets and the planning of on- and off-site employee activities.

Member Price—\$35.00

Nonmember Price—\$40.00

NESRA Salary Survey

A 1989 report on 733 pay rates of 10 different positions at various levels of education. The results are presented by size of company, facility, budget, experience, full-time employee services and recreation employees and region.

Member Price—\$75.00

Nonmember Price—\$100.00

The Best Child-Care Option For Your Employees

101-page manual provides all the information required to select, begin, and manage a childcare operation. In addition, information is included for the employer to assist employees in obtaining help in existing childcare facilities. Examples of specific childcare operations and other types of employer-supported programs are also discussed.

Member Price—\$10.95

Nonmember Price—\$11.95

Principles of Association Management—2nd Ed.

This book includes sections on organization, control and planning, committees, legal considerations, marketing and membership development. Published by the American Society of Association Executives. 238 pages.

Member Price—\$20.00

Nonmember Price—\$26.00

Standard Sports Areas

This 64-page manual offers official dimensions and specifications for more than 70 sports areas including softball diamonds, volleyball, basketball and tennis courts, swimming pools and sports arenas.

Member Price—\$7.00

Nonmember Price—\$10.00

Health/Fitness Resource Notebook

Whether you're looking for a new idea, justification for starting or expanding health/fitness programs or need help in finding free resources available to help promote your programs, this notebook is for you.

Member/Nonmember price—\$30.00

Program Growth Ideas—2nd Ed.

Useful ideas and tips will help perpetuate your program and allow it to grow in today's uncertain business environment. This book includes examples of how to establish an employee association, how to gain management awareness and support of your programs and explains a number of ingenious revenue-producing programs.

Member Price—\$20.00

Nonmember Price—\$30.00

Employee Services & Recreation Management: *Making it a full-time responsibility*

This reference notebook will help you bring your programs to the next level of employee services and recreation programming. It contains job descriptions, program benefits, sample programs and justification for creating a full-time employee services and recreation position.

Member Price—\$10.00

Nonmember Price—\$20.00

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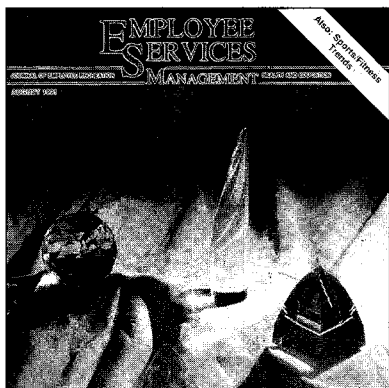
“And don't forget...if your management or your association officers say you have to tighten the belt—do it gracefully and professionally. Don't cut that program, just do more and better programming in different ways. Remember the volunteer—that's a good part of programming too.”

—from a June 10, 1949 letter to the membership from Willis H. “Bid” Edmund, president of NIRA.

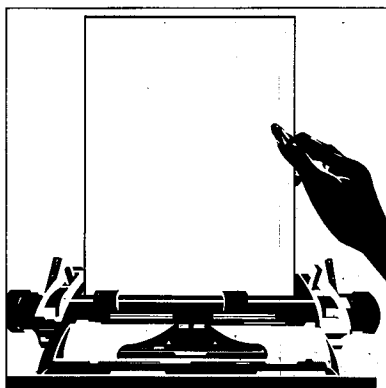
“Recreation a Recruiting Tool? That *Wall Street Journal* story you may have seen in May, which reported on industrial recreation nationwide, cited several firms which use company golf courses and the like as potent recruiting tools. Pressures on small town big companies, like Cummins Engine, to keep qualified personnel from running off to the big city is enormous, reports the *Journal*. Cummins therefore built a golf course and donated it to its “home-town,” Columbus, IN, figuring the town could put its taxes to work in other areas where they would do the most good—schools and sewers, for example. The community in which they will work is often the deciding factor in the choice of a job. Thus the big stake many companies now have in such things as company parks and golf courses—and overall community improvement.”

—from “Signs of the Times,” *Recreation Management*, December, 1965.

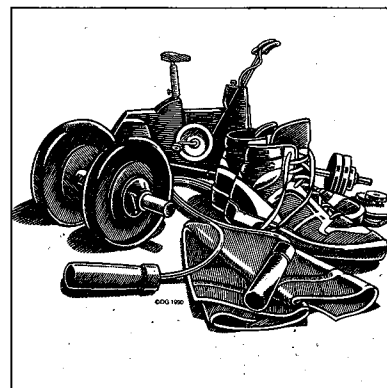
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VOLUME 34, NUMBER 6

AUGUST, 1991

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by Mike May

A description of sports and fitness trends you'll want to be aware of

Member Success Profile

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Ron Ribaric, CESRA, advocates educating employees and the public about employee services and recreation's function in the workplace

Flyers' Rights

Flyers should be aware of their rights, recourses and resources when it comes to involuntary "bumping" and flight delays, says *Corporate Travel*.

How do carriers decide whom to "bump?" They are required first to ask for volunteers. When there are not enough volunteers, they follow the published nondiscriminatory rules spelled out in their contracts of carriage. Usually the rule is that the last to check in are the first people to be bumped.

What do you do if this happens to you? The Department of Transportation has set up the following rules to protect travelers who are bumped involuntarily:

- If the carrier still takes you to your destination within an hour of your originally scheduled arrival, you are not entitled to any compensation.
- If you arrive within two hours of the originally scheduled time, the airline should pay you \$200 immediately.
- The most compensation you can get is \$400 for longer delays or double the original fare if it is less than \$400.

While the airline can offer free tickets, if you follow the proper check-in procedures, you have the right to demand cash instead.

Flight delays are a different story. Since airline schedules are not legally binding, travelers cannot sue an airline for damages from a missed meeting or a lost piece of business that results from a late flight. In fact, the airlines have no legal duty to place you on another flight if your flight is delayed or to pay your expenses for the delay. Airlines are also not required to compensate you if the flight is cancelled, if a smaller aircraft was substituted for safety operations reasons, if the flight involved a plane with 60 seats or

less, or if you have not completed proper ticketing and check-in rules.

What can you do? As soon as you discover a problem, locate the on-site airline manager. S/he can make the decision about offering passengers a night's lodging or meals. Even though airlines are not required to provide these things, they often do as a gesture of goodwill.

S/he can also arrange cash or emergency clothing purchases, get suitcases repaired and pay denied boarding compensation or write checks to settle claims for relatively small amounts of money (\$50-100). Be aware airlines won't often offer these things unless you ask.

The Stigma of Pregnancy in the Workplace

Even now, pregnant women encounter biases ranging from loss in credibility to being fired, demoted or denied benefits because of pregnancy, reports *The Chicago Tribune*.

When female workers announce they are pregnant, their employers and coworkers rarely shout for joy. Instead, they become concerned that changes taking place in the pregnant professional's body will also change her as a worker. They think the woman will be taken over by hormone surges and motherly instinct and that she will lose her drive and vigor for her work.

According to the *Tribune*, "The U.S. Census Bureau reports that the rate of childbirth increased 26 percent in the years between 1983 and 1988 among professional women over 30 years of age." Still, pregnancy in the workplace tends to challenge traditional cultural beliefs as women in their mid-thirties begin having children in the middle of their careers.

It may also be difficult for employers and coworkers to deal with pregnancy because work life and private life are usually separate entities. When a woman is pregnant, she brings part of her private life to work. Then, managers and coworkers begin to view her as less useful and less serious about her job.

Professional pregnant women report encountering biases at work such as resentment, loss of credibility with employers and clients and fewer chances for big assignments and for travel.

Employers are known to act on these biases. One anthropologist says, "Despite federal legislation prohibiting employment discrimination because of pregnancy, pregnant women are fired, demoted or denied benefits." She also says, "Part of what I'm getting as I hear the ferocity of the kinds of opposition pregnant women face is that the woman's body is central to what's happening, and what we're dealing with is a very deep-seated fear of the female body to procreate."

Lower Fat With Exercise

A regular exercise program can lower the amount of fat in the blood stream and possibly reduce one's chances of developing coronary artery disease, report physicians at Washington University School of Medicine in St. Louis.

Two studies showed exercise can favorably influence the amount of lipoproteins, fat-ferrying proteins that are considered crucial in the development of heart disease.

The finding offers scientific proof of the medical community's widely held belief that exercise is important in coronary prevention.

But maintaining exercise seems to be the key to reducing a person's

chances of developing coronary artery disease. The researchers also uncovered surprising evidence that people who abandon their training program may tumble back into the risk category in less than three weeks.

New Lightning Detector

Golfers and other outdoor sports enthusiasts can now carry a beeper designed to warn them when lightning may strike nearby, according to *Insight*.

This device, called Storm Alert, seeks out the radio frequencies characteristic of lightning. If the beeper sounds often enough within a short time, the user can assume there is some risk in remaining on an open field holding a metal golf club.

The beeper may be superfluous if an impending storm is obvious. The beeper also warns of lightning that seemingly comes out of nowhere.

This is the case with 30-40 percent of lightning. In these cases, accompanying thunder is inaudible because of atmospheric disturbances.

The idea for this device came after two boys were killed in separate incidents a few years ago when they were hit by lightning while playing soccer. At least 100 people are killed by lightning each year in the U.S.

A New Look At Internship Programs

Many companies have changed their attitudes about student internship programs. Instead of using these programs as a way to attract and shape future employees, they use

interns to help fill the holes of a downsized staff on a downsized budget, reports *The Wall Street Journal*.

When some companies can't afford to add a salaried position to do a job, they tap college intern resources. College interns looking for experience in their field will do the work for no fee or a small fee, no benefits and no promise of a future with the company. In exchange, the student can receive college credit and something very valuable, the name of a Fortune 500 company on his/her resume.

The length of an internship is changing too. It was common for students to intern for one semester or a summer. Now, in some cases, interns are offered temporary jobs for an entire year. Then, instead of hiring them full-time, companies begin another rotation of interns.

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This creates more opportunities for student interns. Before, students competed for few intern spots. Now, there are more internships available at a wider range of companies. It should be easier for students to get into even the best firms. Interns also have more chances to work with seasoned professionals and to take on real responsibility. Some students can actually perform entry-level jobs while interning.

Companies must realize gaining student interns is not a "cure-all" to their problems. Even though interns are energetic and motivated, they do lack the experience needed to make decisions. Companies will benefit from interns as long as interns assist those who make decisions.

Colleges do not support the practice of using interns as "gophers." In fact, some colleges do not publicize these openings to their students.

After-Hour Rules

Concerned about health-care costs, many employers are making hiring and firing decisions based on employees' lifestyles, reports *USA Today*.

Some employees say this practice isn't fair and that employers should only make work-related decisions based on employees' behavior while at work. However, it's still happening. Employers are monitoring what employees do outside of work and are hiring and firing employees who are fat, smoke, have high cholesterol and who ride motorcycles.

For example, one payroll clerk of a box company did not smoke at her office because it was a "no smoking" building but she smoked at home. When a routine urine test revealed nicotine, she was fired from her job.

Some companies won't hire smokers. Others reward employees with low cholesterol levels; one company fines overweight employees. Yet two major corporations lost court battles after firing fat people.

Some believe fat people are discriminated against because employers think they have higher medical costs and they could be thin if they worked at it.

Even though this type of situation is brought on by an effort to reduce health-care costs, it certainly brings up questions about loss of personal privacy. Five years ago this was not

even a problem, now it has become a major concern for the American Civil Liberties Union.

Although court rulings have favored oversized people, the courts have been inconsistent when it comes to privacy. Sometimes they rule in favor of the employee and sometimes in favor of the employer.

A National Consumers League poll found that nearly 80 percent of respondents had been asked questions on the job that they felt employers had no right asking. One expert predicts the '90s will be a "battleground over what [worker's] legal rights are."

Laws in seven states bar lifestyle discrimination and bills are pending in a dozen others. At the federal level, civil-liberties groups are trying to determine whether laws barring discrimination on the basis of race or disability might apply to lifestyle issues.

Lower Hotel Rates

Stiff competition for fewer travelers has caused one hotel chain to lower its regular room rates as much as 60 percent, reports *USA Today*.

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At this chain, average room rates usually go for \$100 per night, but this summer they're going for \$49 on weekdays. Like discount airfares, these rates come with restrictions: They are nonrefundable and must be bought at least 14 days before arrival.

Experts predict nonrefundable rates will become standard in the next few years.

The hotels are offering these specials in response to the oversupply of rooms and a decline in travel due to the recession. To some hotels, these rates could mean the difference between getting \$50 a night or getting nothing.

While one hotel executive says this may begin a discount trend, other executives say it may not because hotel rates are as good as they've been in three years.

The hotel offering the 60 percent discount offered it from June 21 through September 2 at 192 hotels in the USA, Barbados, Canada and Mexico. The rates vary widely. The least expensive weekend rates range from \$39 to \$129 and the supply of discount rooms is limited. With this discount, children age six and under staying overnight get free breakfast, lunch and dinner.

Artificial Intelligence

In the '90s, instead of giving "John Companyman" a gold watch at his retirement dinner, corporations may start dedicating a computer station in his name containing the wealth of all his working knowledge, reports Washington University in St. Louis.

This "expert system" would guide Mr. Companyman's successor to correct conclusions about work situations as they arose on the factory floor, reflecting much of the expertise the long-time employee had gained over the years. Thus, management's concern about "how will we ever replace him/her?" may be solved, in part, by a computer program.

Such a system draws upon the expertise of four multidisciplinary experts in a process that produces a petroleum additive for clean automobile fuel. It is one of the first complex expert systems to draw together so many disparate talents to address one process. It is considered an advance in the beginning of a new age of artificial intelligence systems that soon will be able to "think on their feet and learn more on the job."

The advantage to this is that these computers provide the intelligence without the disadvantages of human nature—they never get sick or tired, want to retire, quit or go on vacation.

After implementing the expert system at Ethyl Corporation of St. Louis, researchers are now experimenting with control systems that can learn on the job. Among other techniques, they are exploring the use of artificial neural networks. These systems mimic the activities of the human brain so the system, seeing a suddenly evolved problem,

is able to make a decision based on imprecise data.

Conventional digital computers can act on the data they receive in an either/or manner. "Neural nets" can work in the gray areas. While the Ethyl Corporation system is not based on artificial neural networks, it is serving as a stimulus for ideas about future programs that will use them, revealing where neural networks are likely to work and where they will not.

Expert systems and artificial neural networks are branches of computer science, discussed and implemented on a limited basis over the past 30 years, that fall under the general umbrella of artificial intelligence. Artificial intelligence imparts to computers abilities to "recognize" and "reason" under certain circumstances—for example, recognizing speech patterns and reading texts. One of the most familiar examples of artificial intelligence at work today is the

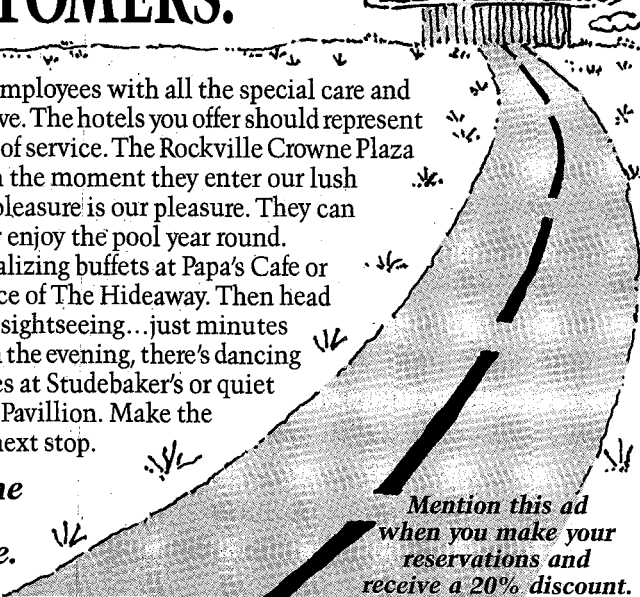

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"smart" weapon, such as the computer-driven Patriot and Tomahawk missiles that are programmed to recognize and destroy preselected targets.

Children Seek Alternatives to Sports

An increasing number of children are not going out for sports or are experiencing "sports burnout," reports *Fitness Management*.

Children are turning away from the competition offered by sports and are looking for noncompetitive, nonthreatening, fun-filled activities. Programs gaining in popularity are those which allow children to 1) Socially interact with other children, 2) Learn the basic skills of a variety of team, individual and lifetime sports and recreational activities, and

3) Develop self-esteem, self-worth and most of all, have fun.

While team sports demand discipline, hard work and team spirit, recreational activities can be used to teach children these lessons.

Home Sweet Office

Since executives spend so much time at work, they've begun making their offices more like home, reports *Crain's Chicago Business*.


While executives' offices still consist of the same elements—a commanding desk and chair, credenza, sofa and coffee tables, it no longer has a stark atmosphere, but rather a warmer, more residential atmosphere.

Now you'll notice glove-soft leather, damasks, tapestries, silks and brocades covering seats, decorating

walls and framing windows. To change the box look of a conventional office, niches and shelves are being added to the rooms to house artwork and collectables. Fancy cabinets in exotic woods and decorative moldings also enhance the homelike offices.

These offices still look professional but they're a little more individualized than those done in the typical neutral colors, square designs and flat textures.

New construction or renovation costs can range from \$75 to \$250 per square foot. Quality furniture can increase the cost another \$40-\$60 per square foot. Costs also increase when you bring in rare materials, artwork and antiques. Executives can achieve a distinctive look for less with a good design that reveals their personality.

"It should be a treat to go into a CEO's retreat," says one architect. 

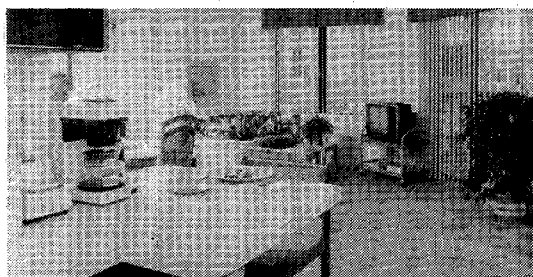


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Community Service Programs: A Multifaceted Objective

A rich community service program reinforces Unisys Corporation's status in its Plymouth, Michigan location. This description of its programs proves there are many ways you can enhance your organization's image in the community, develop employee skills and solidify your role as an asset to the company.

by Patricia McGraw and Joan Morrison

Opportunities for employee participation exist in many organizations and activities within a community. The Community Affairs Committee was formed at the Plymouth, Michigan plant of Unisys Corporation to involve employees in community events. The Community Affairs Committee strives to enhance the relationship we have developed over the last half century with the greater Plymouth community. The committee endeavors to

facilitate greater communication between the Plymouth facility and the community and to maintain the company's "good neighbor" status with the greater Plymouth area. Key components to achieving our purpose are:

- Increasing plant involvement in community events, charities and other community groups.
- Promoting continued communication with the

community about progress at the plant and how such progress affects them.

- Opening the plant to the community to provide firsthand exposure to the progress and "vision" of Unisys.

The Plymouth facility stays involved with the community through many programs. The following is just a sample.

Plymouth Community United Way

The Plymouth Community United Way was established in 1944 to serve the needs of the less fortunate in the community who were beyond the reach of government or private service groups. Today, this organization assesses, on a continuing basis, the need for human service programs and works to find solutions to human problems through the development of new or modification of existing human service programs.

Unisys Plymouth has been a key participant in the local United Way campaign. In addition to providing financial support through an annual, plant-wide fund drive, Unisys employees fill a variety of roles. One employee has served as industrial chairperson for the United Way, vice chairperson of the 1991 campaign and is scheduled to be general campaign chairperson for 1992. Another employee has participated as a member of the Board of Directors since 1988 and has served as both the treasurer of the Board and most recently as vice president. This employee is slated to become president of the Board of Directors in January, 1992.

Plymouth Chamber of Commerce

Another organization in which Unisys employees are active is the Plymouth Chamber of Commerce. The Plymouth Chamber of Commerce is a private, nonprofit, taxpaying corporation composed of volunteers from the business community. The Chamber unites approximately 500 businesses and professional firms, creating a unique agency to improve business and build a better community. Small businesses, large corporations, professional firms, city and township governments and community schools work together to prosper and to create a healthy environment in which to conduct business.

A Unisys employee currently serves as president of the Plymouth Chamber of Commerce. Another serves as

***B**y organizing and
implementing [these]
programs you establish
a highly-visible niche
for yourself as a
necessary component of
the organization's
operations.*

a member of the education committee. Employees also participate in Chamber events such as decorating Christmas trees in the city park and joining in the annual July 4th parade.

Business-Education Partnership

Unisys employees are also active in the Plymouth Business-Education Partnership. The Business-Education Partnership is a way of bringing businesses and schools together to share resources on a one-to-one basis. The purpose of the Partnership is to increase community understanding of the schools and to

better prepare students for the world of work.

The Partnership seeks to foster the use of communitywide resources for the academic and career development of all local school students. Its goals are to:

- Expand and enrich learning opportunities for students.
- Create a climate of involvement, interaction and understanding between business and education.
- Foster a people-to-people understanding between schools and the business community.
- Involve the community in preparing for its own economic future.

Participating in the Partnership provides substantial benefits to students, teachers, businesses and the community. Students benefit from improved self-image, increased motivation, enriched curriculum, increased career awareness, greater identification with successful role models and greater understanding of the business community and the community-at-large.

Teachers are provided with increased classroom resources, opportunities for professional development, access to technological advances and equipment, greater understanding of the business community and a sense of teamwork and mutual achievement.

While making an investment in tomorrow's leaders and employees, business participants receive satisfying experiences for participating employees, visibility and recognition for providing valued community services, greater understanding of the school community and a sense of teamwork and mutual achievement.

Finally, the community gets a better-prepared workforce, improved economic vitality, a stronger public school system, increased civic awareness and cooperation, and support and understanding for our youth.

Programs in the Partnership include:

- Adopt-a-School, a paired relationship between a

business and a school which focuses on creating student awareness about the world of work. The program involves student visits to job sites, where they gain information about what makes a good employee, see how a business operates and learn what it takes to get a job.

- Cooperative employee training experiences between school staff and business employees. This program provides staff and employees with a common learning experience aimed at increasing people skills, productivity and improving performance.
- Speakers bureau/business-school tours, an information and awareness-based program involving all students from kindergarten through 12th grade. The focus of these activities may include motivation, job field descriptions, on-site visits, career opportunities, educational expectations, services provided, products produced, job skill requirements and more.

Unisys Plymouth Historical Exhibit

In 1990, over 100 Unisys employees and their families attended the grand opening of an exhibit at Plymouth Historical Museum titled "Unisys and Plymouth: A Partnership in the Community since 1937." The exhibit, sponsored by the Unisys Community Affairs Committee, includes a display of photographs and machines from the Plymouth plant's 54-year history. The exhibit describes the history of the plant, the interaction between the plant and the Plymouth community and new products. Three products built or developed at the Plymouth plant—the Norden Bomb Sight, the Sensimatic Accounting Machine and the new IW 800 Image Workstation—are displayed in the exhibit. The exhibit remained at the museum through March, 1991.

Corporate Challenge Cup

Unisys Plymouth has participated for the past five years in the local Corporate Challenge Cup. This competition is a week-long, fun-filled sporting event for employees of local business organizations. In this year's competition, approximately 50 Unisys athletes participated in swimming, running, volleyball, softball, lip sync and many other events. In both 1989 and 1990, the Unisys team won the championship trophy.

Open Houses

Unisys Plymouth hosts periodic open houses for employees and their family members. Another open

house is planned for 1992. To promote communication and goodwill, the plant is open to tours for members of the community.

Benefits

Community service programs are a winning situation from all facets. Employees gain new skills which can be applied in the workplace. By working in teams on community projects, they learn how to work more effectively in the workplace. Getting involved in the community also helps raise employee self-esteem; they reap the benefits of knowing they are doing something to help others. Further, employees are more motivated to work for a company that becomes involved in issues relevant to the area in which the employee lives.

The organization benefits from having more dedicated, motivated employees and from the goodwill established in the community. Unisys' "good neighbor" image is very important to Unisys, as seen in the community projects mentioned here.

Another facet is you, the employee services and recreation manager. By organizing and implementing these programs you establish a highly-visible niche for yourself as a necessary component of the organization's operations. If your organization doesn't already have an aggressive community service program, consider gaining management's approval to act on behalf of the organization and form volunteer groups to participate in local programs, or develop your own. The benefits for you, the organization, the employees and the community are many.

Conclusion

Involvement in community activities provides many benefits for everyone involved. The community gains from the resources available at the company. Employees gain new skills, improve existing skills and grow in commitment and pride as they represent their company. The company gains goodwill from the community and more motivated employees. You solidify your position as a valuable one to the organization.

We hope our experiences shared here have given you a point from which to explore or add to the community service programs for your company.



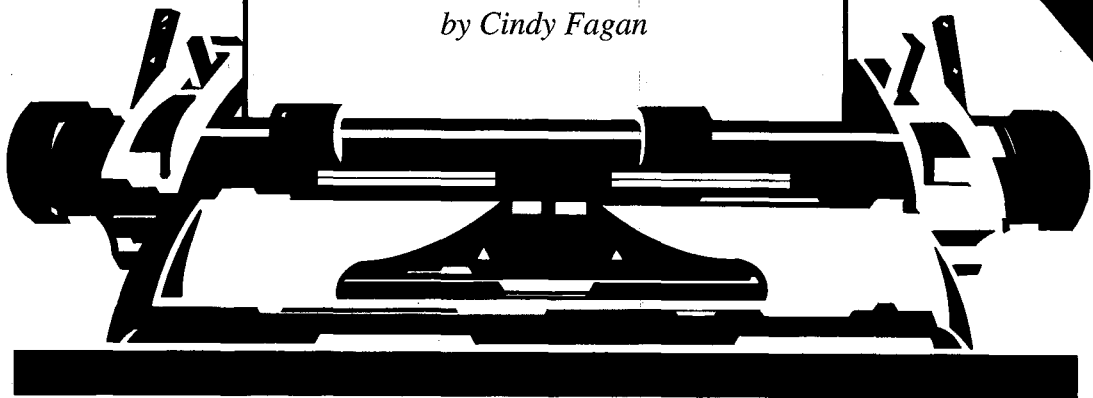
Patricia McGraw is a human resources manager and Joan Morrison is a human resources specialist for Unisys Corporation in Plymouth, Michigan.

The "Scoop" on Tracking Employee Participation

**Extra, Extra, Read All About It!
Record Number of Employees
Attend Annual Picnic.**

This might be the headline in your company's newsletter, but how big is this news really? Just what is a record? By tracking employee participation, you can answer these questions and more.

by Cindy Fagan



Every organization should take the time to get to know its workforce. Demographic surveys can be used to provide employers with valuable information including the age, sex, educational background, ethnicity, number and ages of children, and more. More comprehensive survey questions can provide information regarding the goals and aspirations of employees. At Rome Developmental Disabilities Services Office (DDSO) in Rome, New York, demographic surveys drive recognition and skills-building sessions.

Rome DDSO is a multifaceted human service organization which provides residential and program services to persons who are mentally retarded or developmentally disabled and their families. It is governed by the New York State Office of Mental Retardation and Developmental Disabilities and employs 1,650 persons.

With a response from over 50 percent of the employees at Rome DDSO, we were able to gain insight into the childcare needs, educational goals, eldercare

responsibilities and even special skills or talents of employees. We then utilized this information to tailor specific programs to reach all segments of our population.

Why Track Participation?

There are a number of good reasons why we should track employee support and participation in our events and activities. A primary reason is to guarantee the continuation of important recognition and morale-building programs.

Good records of employee support and participation can provide us, as program managers, with the ammunition we need to ensure an adequate allocation of financial and human resources to enable us to continue our activities. In effect, the numbers justify the existence of the programs, and in many cases, of our own positions within the organization.

At Rome DDSO, "Recognize and Harmonize" is the theme of efforts of the Employee Support Committee, which plans and coordinates recognition programs for employees in a three-county area encompassing approximately 140 miles.

With such a wide geographic disbursement of its workforce, the local DDSO is concerned about maintaining close contact with employees, keeping the all-important service delivery team intact.

A second reason to track participation is to determine how successful an event or program was. Oftentimes, by tracking participation, we are able to get far more than just a head count. We can hear comments and feedback from participants and make improvements or adjustments to the activities based on that information. We can also gain insight into new programs or ideas that appeal to our compatriots. By making a concerted effort to track employee participation and support, we illustrate to our coworkers we care about them and are interested in developing programs that meet their needs.

For management, tracking employee participation is a good indicator of employee morale. Strong participation may mean employees are satisfied with their positions and have pride in the organization.

Because of the geographic disbursement of its workforce, Rome DDSO is especially concerned with keeping employee pride at a peak, and puts forth many programs towards that end.

One of the most visible and unifying programs is that of clothing items imprinted with the organization's logo. A committee comprised of representatives from all units and a variety of professions reviewed samples and selected items offered for sale. The items sold quickly!

Today, Rome DDSO employees are visible everywhere—with their neon T-shirts and bike caps, their tote bags and sweatsuits. Items are reasonably priced to encourage employees to purchase them. In addition, a

wide selection of items in colors and sizes suits anyone's tastes.

How do we let all 1,650 employees see samples? This was a difficult challenge for the Employee Support Committee, as employees work at some 117 different sites on three shifts. The answer—photo boards. Photographer Peter Tarolli presented the colorful items tastefully and mounted them on traveling photo boards to take our wares on the road. Orders were taken and money was collected in advance; items were in the hands of employees in three weeks. The popularity of the program was evident in the number of orders received and in the number of employees who requested reorders. Now, pride is all around us!

Measuring Participation

Ticket sales are an effective means to measure employee interest in events, as they give insight about an employee's commitment to attend an activity.

What about those events that do not require ticket sales? The same concept of ticket distribution can be used. However, collection of tickets at the door of an event is a stronger tool in recording actual participants.

Other methods include registration or sign-in sheets at the activity, reservations phoned in or made through committee representatives, or RSVP cards returned to the event coordinator.

Some programs do happen in a less formal sense. For those, tracking participation is just as important. A simple "head count" or eyeball measurement can indicate the success of a program.

For programs that occur on a somewhat individual basis, such as clothing or store purchases, inquiries for employee discounts at attractions and requests for literature, participation can be tracked by logging requests per month on report forms. These can be beneficial in supplying management reports on the department's activities. For the public relations office at Rome DDSO, summer is the busiest season for providing vacation information and selling tickets to local theme parks.

What to Track

Obviously, we track participation at events, parties, picnics and gatherings. We also track sales and promotional items, and participation in trips and leisure activities. But there is much more.

At Rome DDSO, we develop special skills-building training sessions to help employees hone skills or learn new ones. Not only does this enable employees to achieve new personal and professional goals, it also



Rome DDSO employees care, and it shows. The agency put together a team of some 25 persons to collect pledges for the State Employees Federated Appeal (SEFA). Team spirit was developed through T-shirts, mugs and balloons. The campaign exceeded its goal by 24 percent.

builds morale and gives the agency workforce a new level of expertise. Training rosters are kept and recorded both within the staff development department and with the employee's file in the personnel office. The popularity of these programs is also tracked, with repeat and follow-up sessions planned for those best attended. At the end of the sessions, "students" are asked what classes they would like to see added to the schedule.

Employee time and attendance records are also important to track. These give an indication of an employee's commitment to his or her worksite. At Rome DDSO, we recently put forth an effort to encourage employees not to take unscheduled days off. The effort was a success and was recognized on a statewide level. Of a possible 260 workdays, last year employees averaged 216 days on the job. The year prior to this, employees worked 221 days. By reducing the amount of unscheduled days off, the organization was better able to allow employees to utilize scheduled time off, resulting in a lower, yet more consistent, attendance record. For their efforts, employees with perfect attendance were recognized at ceremonies at their worksites and were presented with commendations.

What to Keep Track Of

The success or failure of an event is not always best measured by the sheer number of people who attend. It's important to know the target audience for the event and to measure the support of that group.

At a recent recognition ceremony honoring employees with a military history at Rome DDSO, 100 people


attended, or only 6 percent of the workforce. Does that mean the event was a flop? Of course not! Ninety of the 100 who attended were specially invited honorees, representing 83 percent of "eligible" employees with a military history. It simply wasn't important for others to be there.

The Results

The person responsible for an event should track participation and support. A permanent notation in the event's file should include a history of participation, if possible, along with the method used to measure support. The file is passed to the next chairperson who then has a feeling for the success or failure of the event by looking at the numbers.

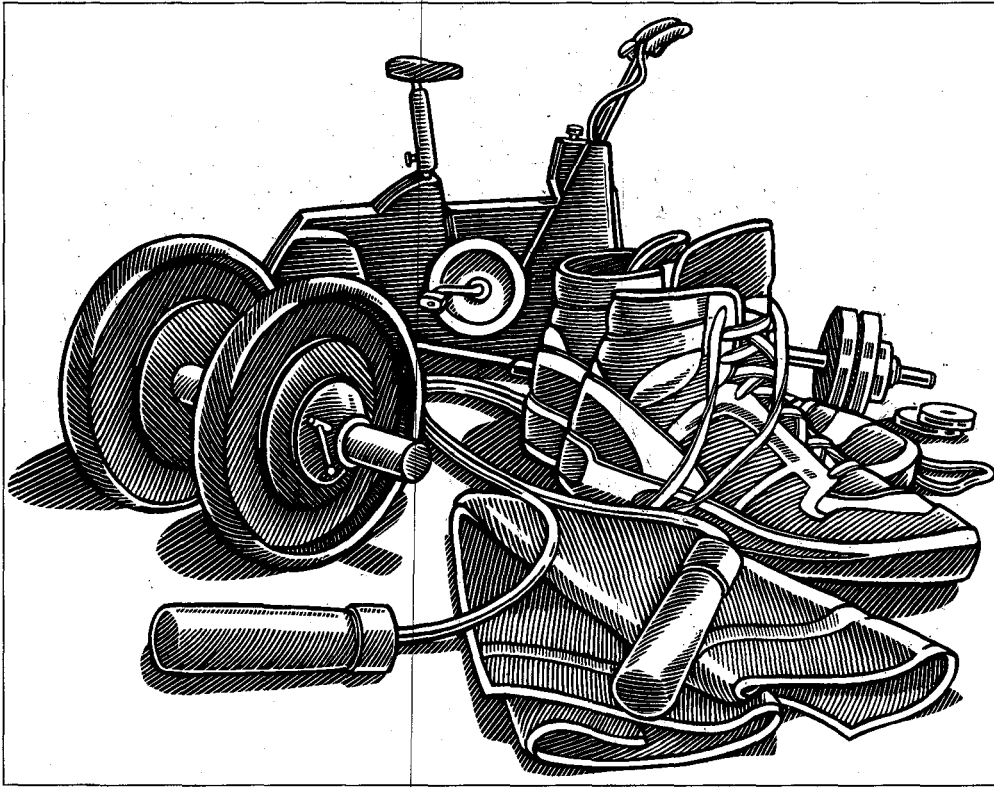
This permanent record lends credibility to the ongoing activity and justifies cancellation or modification of those that don't meet our high expectations.

Conclusion

Tracking participation should be built into any of the programs we conduct. With a keen eye on results, an open mind to change and a vivid imagination, employee programs and activities can only get better. 

Cindy Fagan is senior public information specialist with Rome Developmental Disabilities Services Office in Rome, New York.

America's Appetite for Sports and Fitness



Paying attention to trends in health/fitness can help you be sure you're offering programs/activities which appeal to your participants.

by Mike May

The numbers truly speak for themselves. America's fascination with sports, recreation and fitness is continuing to grow—and by record amounts in many activities.

According to the Sporting Goods Manufacturers Association (SGMA), the number of Americans who participate in at least one activity a year on a 'frequent' basis has risen from 162.6 million in 1987 to 180.8

million in 1990—an 11.2 percent increase.*

During the last three years, seven of the 10 sports/recreational activities registering the largest increases in frequent participation are fitness-related pursuits. Stair-climbing leads the way, as its number of frequent participants has increased by more than 500 percent since 1987. Another discipline registering a huge increase in frequent participants is treadmill exercising—two million frequent participants in 1990, more than a 300 percent increase over 1987 levels. A third sport with triple-digit growth in frequent participation is mountain biking. This Western-based activity's rate of frequent participation has risen more than 250 percent since 1987. See Table A for the complete breakout.

"Look for stair-climbing and treadmill exercising to continue to grow as the influx of younger 'core' participants indicates that a plateau has not been reached yet," said Sebastian DiCasoli, the SGMA's Director of Marketing Services.

The enhanced functions, space efficiency, and better price/value of many "home" exercise machines, plus the convenience of working out in the home, explains the upswing in machine-related exercising activity. This home vs. health club trend is supported by plateauing health club attendance levels. Because of this, offering these pieces of equipment in your facility will save employees money from investing in the equipment themselves, and will keep them visiting your center.

Of the top 10 activities in this study, fitness walking has the largest number of frequent participants, 14.8 million. Fitness walking remains more popular among mature adults than with 18-55 year-olds.

The high-impact aerobic exercise boom is grinding to a halt, but low-impact aerobics are still attracting greater numbers, as its level of frequent participants has increased by 66.7 percent since 1987.

From 1987-1990, overall levels of frequent participation grew in recreational activities (11.2 percent), team sports (10.5 percent), and fitness-related pursuits (23 percent), as shown in Table B.

The growth in team sports participation was buoyed by above average increases in frequent participation for basketball (18.5 percent) and soccer (17.4 percent). The influx of more young adults (18-34) into soccer accounts for its growth.

Sports Business

This country's fascination with the athletic way of life is reflected by the amount of money corporate America

*In the SGMA study, a 'frequent' sports participant is one who exercises at least 100 days a year or plays individual sports a minimum of 25 times a year or is involved in an outdoor/recreational pursuit 15-25 days each year, depending on seasonability.

Table A
Top Ten Sports/Activities
1990 vs. 1987
Growth Rate—Frequent Participants

Activity	# In 1990*	Growth Rate 1987-1990
Stair-Climbing Machines	1.8	+500.0%
Treadmill Exercise	2.0	+300.0%
Mountain Biking	0.7	+250.0%
Ice Hockey	0.7	+75.0%
Low-Impact Aerobics	3.0	+66.7%
Fitness Walking	14.8	+43.7%
Home Gym Exercise	2.3	+35.3%
Free Weights Exercise	8.3	+25.8%
Resistance Machines	3.8	+18.8%
Basketball	7.7	+18.5%

* Millions of Frequent Participants

spends to sponsor sporting events. The results of a study by *Sports Marketing News* indicate that, in 1987, more than 3,400 U.S. companies spent \$1.35 billion to sponsor the athletic events we participate in and watch. If you include the total amount of money budgeted for event sponsorships, athletic endorsements and commercial advertising time on radio and TV, the totals would be greater than \$6 billion.

The size of the U.S. Recreation Market (sports equipment, sports apparel, athletic footwear and recreational transport) in 1990 was \$44 billion—and that's a wholesale figure! That figure is expected to rise by 6 percent in 1991, a very healthy degree of growth in light of the current recessionary environment. Needless to say, sports are no 'small potatoes' when it comes to dollars and cents.

Pro Sports Reaction

The current explosion among three of the four major professional sports leagues in the United States is a reflection of the demand from the American sports consumer. Large numbers of die-hard sports fans like watching their favorite activity as much as they enjoy performing it themselves. Again, the numbers speak for themselves. According to a study by American Sports Data, overall levels of participation in ice hockey (+15.4 percent), basketball (+11.4 percent) and baseball (+2.4 percent) have increased since 1987. Offering discount tickets to sporting events, or purchasing tickets in blocks, is a good idea for the employee services and recreation manager.


Strong Sales

In an attempt to lead the athletic way of life, general consumers have literally been putting their money where their mouths are. Recent research by the SGMA indicates that manufacturers of athletic footwear and sports apparel are staying busy keeping retailers' stock shelves full. Retail sales of sports-related footwear and clothing reached record-setting levels in 1990. Last year, Americans spent \$11.3 billion on 393 million pairs of sneakers and \$27.4 billion on sports apparel.

The interesting aspect of this story is that people are donning the athletic look even though they aren't athletes who exercise on a regular basis.

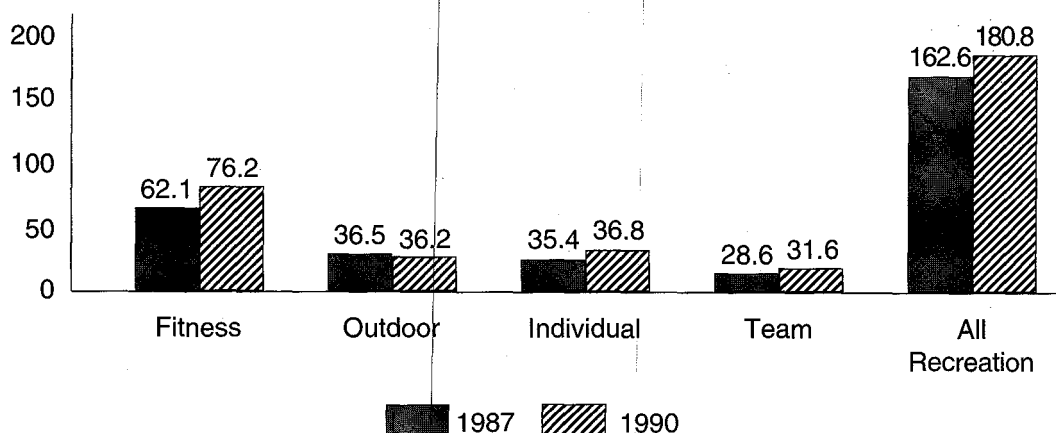
"The great thing about exercise wear is that it has evolved into a fashion statement," noted Maria Dennison of the SGMA's Sports Apparel Products Council. "The fitness apparel of today is as appropriate for the golf course as it is for the grocery store. You can wear the same outfit for aerobics as you can for a trip to the art gallery or a night out in the dance clubs." With this in mind, stocking athletic apparel in your employee store could be a great idea.

Conclusion

It's easy to see sports have become more than an accessory to our everyday existence—they have evolved into a way of life. As an employee services and recreation manager, you are in an excellent position to cater to this way of life. Provide employees with health/fitness activities which meet their interests and needs. Offer equipment in a convenient setting, such as an on-site facility or arrangement with a local facility. Whet employees' fitness apparel appetites by featuring sportswear in an employee store. Pay attention to the numbers; they point favorably in your direction. 

Mike May is director of communications for the Sporting Goods Manufacturers Association in North Palm Beach, Florida.

Table B
Frequent Sports Participants (Gross)
1987 vs. 1990



Member Success Profile

Ron Ribaric, CESRA, recreation administrator for Martin Marietta Aerospace in Orlando, Florida, advocates the necessity for educating the public and management about employee services and recreation.



ESM: Describe a typical day for us (how many meetings, how many interruptions, etc.).

Ribaric, CESRA, practices what he preaches. In addition to a challenging worklife, his leisure time is occupied by community service, personal hobbies and spending time with his family.

ESM: What is your personal philosophy on the value of employee services and recreation?

RIBARIC: A typical day starts about 6:30 a.m., getting at the paperwork before the phones start ringing. The recreation office handles about 60 phone calls per day. This, with an average of three meetings per day, keeps me busy. The day is also filled with ticket sales, blood drives, outdoor facility responsibilities, service awards, and all the other usual things an ES&R professional does.

RIBARIC: ES&R is a vital part of the overall human resources program. The ES&R manager must provide employees with activities and services that will develop positive interaction between the employer and employee, while offering an enjoyable, fun and healthy program.

ESM: How did you get involved in ES&R? Was it your

major in college, did you "fall into" it, etc.?

RIBARIC: My major at Miami University of Ohio was Health, Physical Education and Recreation. I was recruited to the school as an athletic trainer. After working for eight years as an athletic trainer, I heard of the opening for an ES&R person during an alumni function. The opportunity sounded challenging, so I looked into it.

My career path prior to the ES&R field was in college athletics. I am a Certified Athletic Trainer and worked at Miami University (Ohio), Central Michigan University and the University of Central Florida. I also have had some experience working in professional athletics.

ESM: Why did you choose to work for Martin Marietta Aerospace? How long have you been with the organization?

RIBARIC: I had the opportunity to build a program. Martin Marietta had only a part-time administrator with a limited number of offerings. The position was a new challenge. I started with Martin Marietta in January of 1984, seven years ago.

ESM: How long have you been involved with NESRA?

RIBARIC: I have been involved with NESRA since 1984.

ESM: How has NESRA been a factor in your success?

RIBARIC: The NESRA "factor" has been the networking and availability of information. Not having to reinvent the wheel, along with new ideas through networking has been a major factor in the success of our program.

ESM: Briefly describe your organization's products/services, how many facilities in the U.S., how many facilities abroad, etc.

RIBARIC: Martin Marietta Corporation designs, manufactures, integrates and operates systems in leading edge technologies including aerospace, electronics, information management, materials and energy. Martin Marietta has facilities throughout the United States.

ESM: Describe Martin Marietta's ES&R program offerings.

The NESRA "factor" has been the networking and availability of information. Not having to reinvent the wheel, along with new ideas through networking has been a major factor in the success of our program.

RIBARIC: Martin Marietta offers over 30 clubs and activities, such as softball, scuba, retiree, and radio-controlled model plane clubs. Also available are discounts, service awards, travel tour programs, ticket sales and special promotions such as blood drives. We service over 9,500 employees.

The recreation staff consists of one temporary person and an occasional intern. All receive a stipend.

ESM: What major accomplishment are you most proud of?

RIBARIC: Directing a program at the start, with 1,500 of the 10,000 employees participating with five offerings, and expanding it to over 30 offerings, involving over 5,000 of the 9,500 employees.

ESM: How has the ES&R programming grown and changed since you've been at Martin Marietta?

RIBARIC: The ES&R program has grown the most through the education of the employees. During the infancy of the program, the employees had no knowledge or concept of what ES&R was. Over the years, the employees have learned what ES&R means and how it can be beneficial to them. They have also learned what their responsibilities are to produce a successful ES&R program.

ESM: What is the company's philosophy about the value of employees? How is this seen in management's support of ES&R?

RIBARIC: I believe our president stated it most succinctly when he said that our most valuable asset is our employees. In times of tight money, as now, the value of ES&R in keeping the employees' morale high is an important aspect of management's objectives.

ESM: Describe your personal interests (clubs you belong to, favorite recreational pursuits, how you "get away from it all," etc.)

RIBARIC: My personal interests are varied. My family comes first. I enjoy spending time with my wife, Linda, son, Brian, and daughter, Lisa. I am involved with Boy Scouts as a volunteer leader and have enjoyed the camping and adventures with the boys. Some hobbies are reading about the Civil War, ceramics (mainly Christmas

houses) and making patchwork quilts (my quilts are all handmade). Add working in my yard and greenhouse—I grow staghorn ferns, and those are my “exciting” recreational activities.

ESM: How would you describe yourself (i.e., a “people person,” an introvert, thoughtful, etc.)? How do you apply this knowledge about yourself to your ES&R philosophy?

RIBARIC: I believe I am a “people person.” I enjoy working with others and just interacting with people. This has helped me to work with people, drawing out their hidden talents, as well as convincing them to get involved.

ESM: Where do you see ES&R developing in the coming years?

RIBARIC: To grow is always a positive form of development. I see a challenge that must be met. With the downsizing of many businesses, we must do more with less money to help the employees who are remaining in our programs. Another challenge, possibly more

important, is the need to expand upper management’s awareness of what ES&R is and the importance of the program. Secondly, we must expand this awareness to the general public. In a majority of cases, when we tell someone we are ES&R professionals, the response is, “That’s nice—what is it?” I believe more emphasis must be placed on these challenges.

ESM: What have you learned about yourself while at your organization? About the challenges of the workplace? About ES&R?

RIBARIC: I meet challenges head on; attacking a project and the support and assistance of my colleagues is important. The willingness to help and share with each other is the most outstanding quality I have observed with ES&R professionals.

ESM: What advice would you offer to others in your field?

RIBARIC: Be proud of your profession and do all you are able to educate the public about ES&R.



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Starting an Employee Store

A description of the issues you need to consider when starting an employee store.

by Robert G. Rose

An employee store is a benefit and a convenience which many corporations are willing to invest in for their employees. Many corporations are relocating and building in areas which creates an inconvenience to the employee and lost hours to the corporation while an employee travels off the employment site to shop. Regardless of where the job location is, work hours are saved by having an on-site employee store.

There are many factors to consider when deciding to start an employee store: Senior management support, budgetary guidelines, qualified employee(s), store location, stocking merchandise and whether or not the store will operate on a break-even or profit basis.

Senior management support is the key to having a workable employee store. Without management support, the store may fail or lack quality. Since the employee store is an employee benefit, it should initially fall under the jurisdiction of the vice president who handles employee benefits in your company.

The first step to take after the decision has been made to start an employee store is to hire a qualified manager. This individual should be given the title of manager not only because of the position, but to give him/her more credibility. Consider hiring an individual with a degree in retail management, with experience in an employee store, or a business degree with retail experience. Since a new employee store normally doesn't have more than a staff of two, and in most cases only one, the manager becomes the worker and "jack-of-all-trades." This individual needs accounting, buying, management, mechanical, writing, advertising, decorating and customer relations experience. S/he will be dealing with all levels of employees and in many

cases represents the corporation to vendors, at trade shows, and at many previews and openings of local events.

Once the manager is hired, determine how much money the corporation will invest in staff, space, overhead and inventory.

Visiting other employee stores is a must since many corporations now have this benefit. This will enable you to view firsthand various cash register systems and to learn about payroll deductions and whether to accept credit cards. NESRA is a great source for obtaining information about what associate members have to offer. Sometimes these services and products are offered on a consignment basis and many times they are available at a discount.

The employee store should be centrally located in an area that has the most employees. In some cases, satellite stores may be required or a catalog service may be offered.

Inventory

A \$30-60 thousand inventory is a good figure to start with, provided the store has a customer population of 500 or more. This figure can be trimmed or expanded based on the needs of the organization and employees.

What items should a store offer? Experience will teach the answer to this question. If the corporation manufactures items an employee can use, this should be the primary item in the store and displayed with pride. The charge to the employee store should be at cost for these items, and then sold to the employees at cost or at a slight markup to cover expenses. All other items sold in the store are secondary.

When initially starting a store, survey the employees about what they want in the store for their

convenience. Determine whether your customer base is mostly men or women, blue collar or white collar, etc. Discover what appeals to your employee population. The list of other items that can be stocked in an employee store is endless, but is based on population composition. Some suggested items are listed in the sidebar below. Stores generally begin with small ticket items and expand to include large ticket items.

Most companies you buy from will give you a suggested retail price for an item. On your price tag, indicate the suggested retail price and the employee cost so employees can see how much they are saving and the benefits they are receiving. Items that can be offered as a service include movie tickets, dry cleaning, wedding


invitations and social announcements, photofinishing, gift wrapping, shoe repair, beauty and barber shops, etc. Some of the items referred to above are by special order only, so there is no inventory.

Consignment items are popular among employees and they do not require large investments. These items can include tickets to attractions in the area such as symphonies, theme parks, theaters, museum special events; and they can include special products such as china, silver, crystal, jewelry, sporting goods, etc.

How do you make contact with vendors? If your store is in a community that has a World Trade Center, you're in luck: One-stop-shopping. Even if you are not in one of these communities, there are usually two major gift shows a year at the World Trade Centers. Budget for a store representative to go on a buying trip once a year. Most of the buyer shows are held on weekends; airlines and hotels offer special rates. There are many trade shows held throughout the year at different locations for various items. If you know of a product you would like to offer, contact the manufacturer to get the phone number of your local representative. You'll also be informed automatically of new vendors offering new products and services when your name is added to several mailing lists. Make sure to attend NESRA's Annual Conference and Exhibit, where associate members display their services and products.

basis. In some cases, portions of salaries, rent and overhead may be absorbed by the corporation and supplies may be written off to a supply account. Should all or any of these expenses compute into the operation of the store, the markup will have to be adjusted accordingly. A break-even basis is the most logical choice if the store is to be an employee benefit. To break even, an employee store can have a markup on merchandise of between 0-40 percent. Some items will be marked up by 5 percent and some by 50 percent. In some instances, items should be sold at cost.

Conclusion

An employee store is an employee benefit that is subsidized wholly or in part by the corporation. To operate the store effectively, a manager is needed with a proven track record. The manager should report to someone with "clout." Store location, inventory and hours should be for the convenience of the employees. All contracts should be routed through the corporate legal department for approval before signing. Before distributing advertisements for products by name in your store, check with your labor attorneys to ensure there is no conflict with unions. Quality customer service is vital to the successful operation of any business. 

Suggested Store Items

Baby Gifts
Birthday Gifts (especially
"Over the Hill" section)
Children's Books
Cookbooks
First Aid Items (including
aspirin and cold medicines)
Flower Service
Fragrances (not a big profit
item)
Hosiery
Jewelry (offer costume
jewelry at first)
Logo Items
Picture Frames
Silver, Crystal, China (a few
items)
Snack Items: Chips, Candy,
Gum
Stationery Items including
Greeting Cards and Gift
Wrap
Stuffed Animals
T-shirts
Wallets

Operation

After deciding what your store will contain, decide how it will operate. Will it operate on a profit or on a break-even basis? Profit is as the term implies. A break-even basis is based on the corporation's definition. Salaries, rent, supplies and overhead may be included in a break-even

Robert G. Rose is employee store coordinator for the Exchange Park Employee Store at Frito-Lay, Inc., in Dallas, Texas.

Motivating the Unmotivated

What if your company built the finest workout facility in the nation—and nobody came?

by Joe Sweeney

To get employees to develop active lifestyles, it isn't always enough to provide the equipment and gymnasium. It isn't always enough to preach the many benefits of regular physical activity. It does help to understand common attitudes about exercise.

When I was a fitness instructor and speaker at a world-renowned fitness resort, I used to survey the guests each week and ask them to tell me the disadvantages of exercise. Although their responses included:

Boredom, pain, injury, hassle, inconvenience, expense and "it makes you sweat and messes up your hair," the comment I heard most frequently by far was that exercise takes time.

Many people appreciate the value of exercise, have the best of intentions, but just can't seem to find the time for it in their busy lives. Hence, I offer seven steps to finding the time for exercise. Share these steps with your company's employees, perhaps the company's president and with yourself, if necessary. These steps also address many of the other "disadvantages" of exercise.

Have Fun

In the past, did you always choose an activity that was trendy, done by all your friends, or listed as the number one calorie-burner? Did you eventually quit working out because the activity just wasn't your thing? This time, select an exercise you truly enjoy. If you are having fun with physical movement, you will be more likely to make the time for it on a regular basis.

What if you scan the plethora of possibilities for exercise and conclude you are not fond of any of

the choices? Then, start with walking. It is natural, efficient, and so incredibly convenient it can be done just about anywhere. Therefore, it can save you time. Chances are, you will learn to like it.

Vary Your Workouts

Vary each workout by changing the pace, route or duration. Even better, vary the activity from day to day. A change of routine is less stressful on the body and more interesting for the mind. If you keep your interest up, you will want to make time for it.

Increase Incidental Exercise

Park in the far end of the lot. Get off the bus early and walk. Use stairs, not elevators. Walk or bike to the store, post office or work whenever possible. Walk on your breaks. Do your own yard work and gardening. Any amount of exercise is better than no exercise! With each bit of physical activity, your body becomes more accustomed to moving and momentum begins to develop.

Meeting with a fellow employee at work? Suggest to your colleague that you two discuss matters while going for a walk. There will be no chance of being interrupted by phone calls or knocks at the door. Notice how the mind thinks more clearly and the creative juices flow more freely when the body is in motion.

Plan Active Vacations

Imagine taking a vacation and improving or maintaining your fitness at the same time. You say that doesn't sound like a vacation to you?

Active vacations need not be exhausting experiences. Most walking and bicycling tours have support vehicles, so you can call it a day whenever you want. Although fitness resorts encourage exercise participation and make it very convenient, you decide whether to workout, lounge by the pool, or treat yourself to a massage. Rafting trips provide miles of exhilaration, tons of fun and years of great memories.

To fill your next vacation with vim and vigor, check these sources: Walking, cycling and outdoor magazines, spa books and your travel agent. Examine all brochures carefully so you select an event suitable to your tastes and fitness level.

At the conclusion of your healthy week or two you could be in the best shape of your life. Wouldn't that be great incentive to continue your active lifestyle?

Start Small

If you follow the first steps and fail to do this step correctly, you will

very likely fail in your attempts to get regular with exercise. Self-control is paramount, since our quick-fix society programs us to want everything now—including our fitness. Unfortunately, too much physical activity, too soon, can lead to injury, and injury is one of the most common reasons people quit an exercise program.

If your body has been motionless for months, years or decades, begin with as little as 10 minutes of low intensity exercise every other day. Increase your workouts by five minutes every two weeks. It is very easy to find the time for these short duration workouts. In fact, the first two weeks of exercise could be accomplished by walking during breaks at work.

Following this gradual approach, you will ease yourself into a routine of physical activity without causing pain, injury or suffering. Be patient. There is no hurry to increase the length or the intensity of your workouts. This program is intended for the rest of your life.

Write Down Your Goals

Perhaps you want to complete a challenging mountain hike in two months. Visualizing that event while you workout can motivate you to stay regular with your training. List the target date and your weekly workout plans on your calendar.

Would you attend all of your regular appointments if you neglected to jot them down? Probably not. Keep your exercise appointments by keeping your plans in plain view.

Balanced, Time-Efficient Workouts

If time is important to you, your workouts should be time-efficient.

After a couple of months of gradually developing a program, try this routine:

Warm-up phase: Begin with 10 minutes of your exercise at a very easy pace. You could also do some mild stretching during the first 10 minutes, but always warm up your muscles before stretching them.


Aerobic and toning phase: Do 20 minutes of the activity at a moderate intensity. To be sure you are not overdoing it, check with a fitness professional to learn about heart rates. If you cannot talk while exercising, you are working too hard. Listen to your body at all times.

Cool down phase: Next, continue your movement for five minutes at a slower pace.

Stretching phase: End with five minutes stretching the specific muscles you used during the workout. Stretching after a workout is a time-saver. Your muscles, thoroughly warmed, will stretch easier and further than before.

This routine includes the three components of fitness (aerobics, toning and stretching), in just 40 minutes. For general fitness, workout at least three days a week. Four or five days would be even better, but consistency is most important.

Good News/Bad News

Exercise does make you sweat and it messes up your hair. The good news: These days, working out is in. If you are seen in public with your hair in disarray and sweat dripping off your body, you will be considered very hip and part of the "in" crowd. Don't fight it; go with it. 

Joe Sweeney, owner of Bottom Line Fitness in San Diego, California, is a professional speaker. Joe speaks to companies and associations on the topics of stress management, dietary habits and exercise, and how increased health and fitness leads to increased productivity and profits.

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Drug Testing

Drug testing in the workplace stems from both federal and wellness imperatives. If you work for a federal organization, an organization with federal contracts of \$25,000 or more, or an organization that hires "sensitive" employees (employees involved in protecting life and property, public health or safety, national security, etc.), your workplace could be responsible to act within the guidelines of the Drug-Free Workplace Act of 1988.

If, however, you implement drug testing in the workplace as a disciplinary objective, a pre-employment requirement or as part of a drug education program, you could be setting your organization up for possible lawsuits stemming from invasion of employee privacy, wrongful discharge, or even negligent employment.¹

For those who engage in drug testing with the overall safety of the workplace in mind, or even as part of an overall wellness program, drug testing makes sense. Drug abusers:

- Are 16 times more likely to be absent from work,
- Have four times as many accidents,
- File five times as many workers' compensation claims.²

Even though organizations that implement testing programs ostensibly do so out of concern for employee safety and wellness and not necessarily as a disciplinary mechanism, the legal ramifications resemble a quagmire the organization must wade through in order to provide a safe, legally sound, testing program.

Whom/When to Test

Interestingly, the Drug-Free Workplace Act of 1988 does not mandate drug testing. It does set up a specific set of guidelines most

federal government contractors and recipients of federal grants must implement in the workplace. The Act requires these employers to prepare and distribute to employees an anti-drug policy statement that prohibits all drug-related activities in the workplace. The statement must specify what actions the employer will take against employees who violate the policy's provisions.

The Act also requires the employer to implement a drug awareness program and to take other specified measures aimed at eliminating drug abuse from the workplace. Employers that fail to comply with the Act's requirements face severe sanctions, including the suspension or termination of the federal contract.³

New guidelines have also been published updating the rules. The new directives became effective July 23, 1990 and apply to federal government contractors that receive contracts valued at \$25,000 or more.

These guidelines specify that primary contractors must maintain a certifiable, drug-free workplace. They still do not mandate drug testing.⁴

For government contractors, then, the imperative is education and policies, not necessarily drug testing.

Non-federal organizations face a major hurdle in drug testing: The testing cannot invade an employee's privacy. Theoretically, if an individual ingests illicit drugs on his/her own free time, and the use of these drugs does not hamper the individual's work performance, the organization has no legal reason to take disciplinary action against the employee.

If an organization implements a random drug testing program, or even if it arbitrarily tests all employees at predetermined times, it must do so out of more than just a concern for safety. It must have reasonable cause to test employees.

Here are some of the issues you need to consider to ensure your drug testing/awareness program is as legally secure as possible.

*by Elizabeth D. Martinet,
editor*

A showing of "truly overwhelming public benefit" from a drug-free workforce combined with widespread safety concerns should an accident occur, might be considered a reasonable justification for implementing testing on a random basis.⁵ Otherwise, you could be setting your organization up for the legal ax to fall. Because of this, it would be wise to pay attention to any arbitration or legal decisions in your state regarding drug testing.

Arbitration

You need to become apprised of legal actions taken in your state in order to implement a secure, fair drug testing policy.

For example, an employee of a West Coast transportation firm was dismissed after a drug test for which she was randomly selected proved positive; she sued for wrongful discharge and won a \$500,000 award. Moreover, every court that has ruled on compulsory testing of public-sector employees has found such testing violated their constitutional right to be protected from unwarranted searches.⁶

On the East Coast, a New York state court decided that employers who give pre-employment drug tests may not necessarily deny employment because of a positive test. The ruling was based on a case brought in 1987 by an applicant whose offer of employment was contingent on a negative drug test.

The test was positive, and the applicant subsequently was denied employment, although the individual denied using illegal drugs.

After making its way through lower and intermediate courts, the case was decided in favor of the job applicant. The court found the employer could neither prove the test bore a rational relationship to job performance nor would it be a valid predictor of that applicant's potential to do the job.⁷

Drug Testing Guidelines

Using the above incidents as examples, you can see that it makes sense to pay attention to your state laws and practices regarding testing. The following guidelines may also help you implement as legally sound a program as possible:


- 1) Provide written, detailed information about the testing program.
- 2) Use an approved, certified laboratory to perform the sample testing.
- 3) Use state-of-the-art tests with all positive results being confirmed by additional tests.
- 4) Use a medical representative to supervise sample collection. Privacy and personal dignity should be preserved in this process.
- 5) Follow a detailed chain of possession procedures.
- 6) Implement safeguards to protect employees who take prescription medication.
- 7) Specify prohibited levels of drugs in the system. Avoid terms such as "under the influence" or "impaired."
- 8) Test employees only when there is reasonable cause. Rely on performance problems as a major indication of reasonable cause.
- 9) Have an employee assistance program (EAP) in place to aid employees who voluntarily request help.
- 10) Include a statement of limitations and suppositions in your drug policy. For example, if you have reasonable cause to test an employee and you ensure individual dignity in the testing procedures, yet the employee refuses to take the drug test, make it clear what this refusal will mean to the organization (i.e., whether the organization will presume the employee to be under the influence of drugs at a prohibited level and whether this will result in possible disciplinary action).⁸
- 11) Provide written information

about grounds for discharge, and outline specific procedures for retention.⁹

Conclusion

Drug testing is still a nebulous legal matter. Your organization may be operating on the basis of concern for employee safety or as part of an overall wellness program, but that may not be enough to hold up in court.

If you implement drug testing, you must be sure the policies and procedures are stated clearly and in writing. The testing should not invade employee privacy; it should protect employee dignity and ensure confidentiality.

Drug testing as a means to identify and help addicted employees, combined with an aggressive drug awareness program, makes sense. It pays off in healthier employees, fewer accidents on the job and better attendance. You simply have to be sure the testing part of the overall program does not conflict with the legal guidelines of your state. 

FOOTNOTES

^{1,9} Jonathan A. Segal, "Developing Return-to-Work Agreements." *HRMagazine*, December, 1990 (35:12), pp. 86-89.

^{2,5,8} Peter A. Veglahn, "Drug Testing that Clears the Arbitration Hurdle." *Personnel Administrator*, February, 1989 (34:2), pp. 62-64.

³ Norma R. Fritz, "In Focus." *Personnel*, May, 1989 (66:5), pp. 5-6.

⁴ Jennifer J. Laabs, "New Drug-Free Workplace Act Rules Are Published." *Personnel Journal*, September, 1990 (69:9), p. 24.

⁶ Eric Rolfe Greenberg, "Workplace Testing: Who's Testing Whom?" *Personnel*, May, 1989 (66:5), p. 41.

⁷ Jennifer J. Koch, "Positive Drug Test May Not Be Basis for Job Denial." *Personnel Journal*, August, 1990 (69:8), p. 18.

Ski The Summit

Nestled in the Rockies is Summit County, Colorado. With an interesting mixture of quaint mining towns and ski areas, Summit County makes a wonderful ski vacation.

"Ski the Summit," as the slogan says, contains the ski areas of the Arapahoe Basin, Breckenridge, Copper Mountain and Keystone. These four ski areas feature skiing

for beginners through experts.

Try all four ski areas and, if you have more time, go back to your favorite.

Your best bet is to fly to Denver, Colorado. Summit County is only 75 miles west of Denver via Interstate 70, a well-maintained four-lane highway. You can rent a car from any of the major rental car companies at the airport. Don't forget to ask for a skierized car which includes all-season tires. If you are bringing your own equipment, ask the car company for a ski rack. The ski areas have parking available. During the holiday season, get to the slopes early to avoid having to park farther away. Shuttle services are also available to take you from the airport to your final destination.

You don't necessarily need a car once you get to your accommodations. Summit County offers an excellent shuttle service that runs from Thanksgiving to early April. The Summit Stage connects the ski resorts and towns within Summit County and, best of all, the rides are free. Walk to the shuttle stop in your ski boots with your skis and poles in hand. When the bus comes, put your skis on the outside rack and hop on the bus. The shuttle lets off at convenient locations at the resorts. Shuttle times are lengthened during the Christmas and New Year's holiday season. When making your lodging reservations, ask where the nearest shuttle stops. Printed

Summit Stage shuttle schedules can be picked up at all the stops.

Skiing the Summit

Four- and six-day lift coupons are available at all four locations. You can get the lift coupons in advance or when you get to Summit County. The four-day lift pass is good for four out of five consecutive days and the six-day pass is good for six out of seven consecutive days. Day tickets are also available at the ski resorts and discount tickets are available at some of the local supermarkets.

Check with your travel agent or your tour organizer about any special packages that might be available during the time of your trip.

Breckenridge Ski Resort

Breckenridge ski resort is set amid a 130-year-old Victorian village. The town offers every amenity imaginable besides its diverse ski terrain.

Breckenridge features three interconnected mountains with the highest elevation at Peak 8 of 12,213 feet. There are 1,519 acres of ski terrain; the longest run is three miles.

Breckenridge has 21 percent of its slopes for beginners, 32 percent for intermediate and 47 percent for expert. As is the case with all the ski areas, Breckenridge provides trail maps with the degree of difficulty clearly marked.

Breckenridge offers just about everything in cuisine, from fast-food restaurants to fine dining. As in the other areas of Summit County, dining tends to be on the casual side. If you are eating at an early diner, it is not unusual to see diners still dressed in their ski clothes.

Four ski areas in one are ready to serve your travel group, with trails ranging from beginning to expert and a host of apres ski opportunities.

by Karen G. Beagley

Every year Breckenridge celebrates Ullr Fest, a winter carnival, during the last week of January. Ullr Fest is celebrated in honor of Ull, the Scandinavian God of Snow and Winter. Activities include moonlight cross-country ski tours, wine and cheese parties, torchlight ski display, fireworks, and a 30K Nordic Ski Race.

Copper Mountain

Copper Mountain's elevation is 9,600-12,360 feet. It has 20 lifts including the American Flyer lift, a super high-speed chairlift. Twenty-five percent of Copper Mountain's slopes are devoted to beginners, 40 percent to intermediate skiers and 35 percent to advanced. The longest run is 2.8 miles. Out of the 1,180 skiable acres, 270 are equipped with snowmaking capabilities.

Copper Mountain Resort is a pedestrian planned village with shops, restaurants, ice skating and apres ski entertainment.

Keystone Mountain

Keystone offers a varied collection of bars, lounges, shops and restaurants nestled in a modern three-level village. There are more than 30 restaurants in the immediate area for all your dining pleasures.

Keystone offers two diverse ski areas in one—Keystone Mountain and North Peak. Keystone Mountain's elevation ranges from 9,300-11,640 feet. The longest run is three miles; annual snowfall is 200 inches. Keystone Mountain has 39 trails and 12 lifts. Beginning skiers can ski 20 percent of the runs, 65 percent for intermediate and 15 percent for advanced.

On the back side of Keystone Mountain is North Peak, with 78 percent of its slopes devoted to advanced skiing. The runs tend to be steeper and more mogul-filled than

Keystone Mountain. This is no area for the beginning skier. The elevation ranges from 10,040-11,660 feet and the longest run is 1.75 miles. There are two triple chairlifts and 10 trails.

If you've skied all day and still haven't had enough of the slopes, Keystone offers night skiing. Thirteen trails are open and lit at night. Three lifts and the three-mile run are open. Beginners will enjoy 40 percent of the night trails, intermediate 55 percent and advanced skiers 5 percent.

Night skiing brings special warnings because of the conditions. Skiers must stay off closed, unlighted trails. Night skiers should wear clear goggles or glasses. Skiers should also slow down and ski with extra care.

Arapahoe Basin

Arapahoe Basin is the smallest of the four ski areas and also the most challenging. Arapahoe Basin's elevation ranges from 10,780-12,450 feet. The area receives an annual snowfall of 360 inches and has 350 skiable acres. The longest run is 1.5 miles and there are 27 trails. Ten percent of the trails are devoted to beginners, 50 percent to intermediate and 40 percent to advanced skiers.

A shuttle service runs between Arapahoe Basin and Keystone Mountain every 20 minutes.

Tidbits

Tired of skiing? Most condos, townhomes and hotels offer swimming pools, many of them with hot tubs. You'll be able to find racquetball courts, snowmobiles for rent, sleigh rides, ice skating rinks, horseback riding and cross-country skiing to name a few of the other activities in Summit County.

The weather fluctuates between the base of the mountains and the peaks, so dress in layers. The important thing is to be warm, dry

and comfortable. For cold days, wear neck covering and a good pair of goggles.

The altitude of the mountains means you'll be closer to the sun. Remember to wear water-free and waterproof sunscreen formulas with a sun protector factor of 15 or greater. Sunglasses are important to prevent snow blindness and to protect your eyes from harmful UV rays.


Children's programs and daycare facilities are provided at each of the ski areas. They are divided into several categories of ages and abilities. Make reservations for the children's programs when booking your lodging reservations.

The ski areas also have excellent ski schools that can help beginners and experts alike. Lessons are available every day. You can sign up for the ski school when you arrive, or arrange for a group instructor when you make your reservations.

When heading out to "Ski the Summit" you can bring your own ski equipment or rent equipment at the slopes. If you are bringing your own equipment, check with the airlines on packing advice. Be sure to put your skis and boots in the proper containers with adequate padding.

An alternative to lugging your equipment with you is to rent the equipment when you arrive in Summit County. There are plenty of rental shops in the towns or you can rent at the slopes. Reservations are suggested for equipment rental.

Conclusion

Why not make your plans now to Ski the Summit? You get four diverse ski areas all for the price of one vacation. You might even decide to spend a complete week at your group's favorite spot next year. 

Karen G. Beagley is a free-lance writer and copy editor for NESRA.

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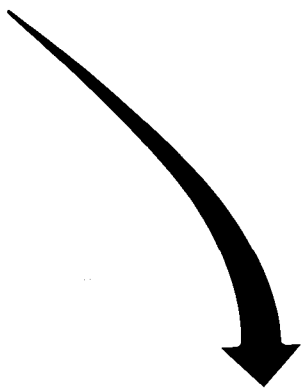
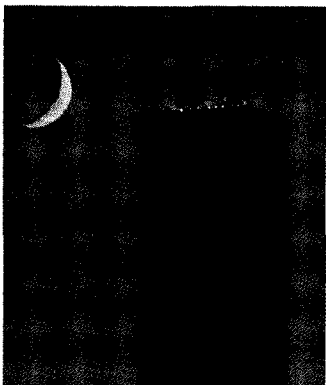
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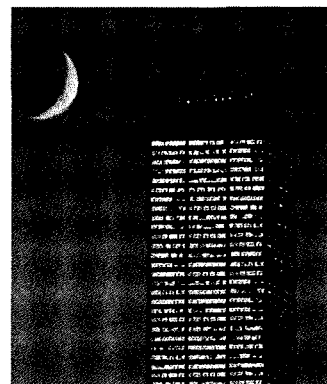




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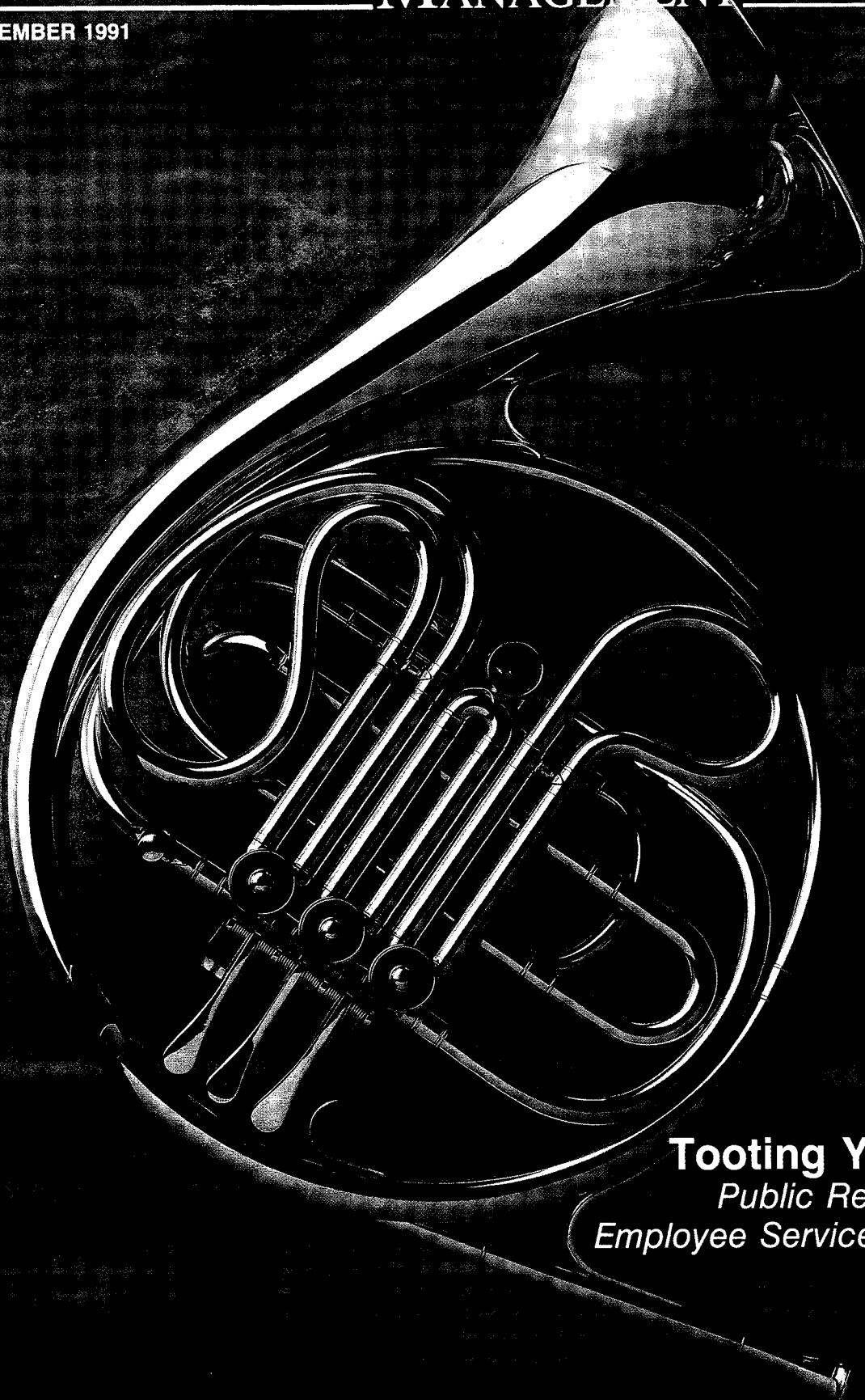
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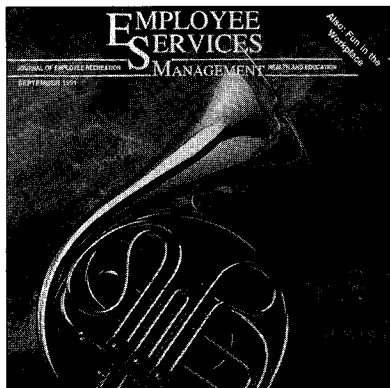
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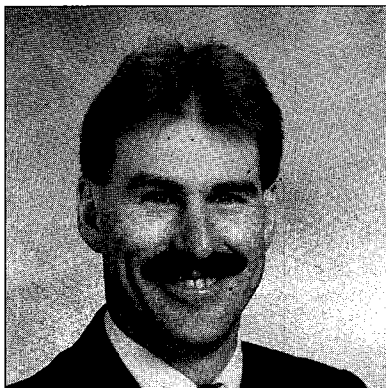
*A comparison of the "average" ES&R professional
1971 vs. 1991*

Title	Recreation Manager	A multihatter; titles vary
Gender	Male	Female
Age	44.4	35
Tenure	13.5 years	9.4 years
Education	15.27 years	17 years
Salary	\$14,213.82	\$30,998
Co. Size	4,762.82 employees	1,000-2,499 employees

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EMPLOYEE SERVICES MANAGEMENT

VOLUME 34, NUMBER 7
SEPTEMBER, 1991

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Tooting Your Horn: Public Relations for Employee Services and Recreation

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Publicity for your programs is like a two-part harmony: One part is directed toward your organization's employees; the other toward management. This article describes different ways you can "toot your horn" effectively

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Go ahead, laugh. It's good for you. Here is a discussion of the emotional and physical benefits of laughter and what some NESRA members are doing to foster a light-hearted atmosphere in the workplace

Only Children and Blood Pressure

A recent study shows adults raised as only children seem to have higher blood pressure than people who grew up with siblings, reports *USA Today*.

They have more stress due to higher expectations from their parents and less social experience. Only children do not have as large a social network as children with brothers and sisters. Because of this, they feel less skillful in dealing with others and in acting in social situations.

The study involved comparing blood-pressure levels with sibling status in 1,472 adults in the Buffalo High Blood Pressure Study conducted in 1961. Results show:

- People with more brothers and sisters have lower blood pressure than people with fewer siblings.
- The oldest child is more likely to have higher blood pressure than younger siblings.

Previous studies have found being an only child is also linked to a greater need to achieve, a higher likelihood of having a type "A" personality and being more reclusive and independent.

These traits are also associated with higher risks of heart disease and high blood pressure.

Bargain Hunting

The "price protection" program offered by major credit card companies promises to save the cardholder the time of looking for bargains, reports *U.S. News and World Report*. One credit card company will credit your account with the difference between the price you paid for a certain item and the price advertised elsewhere as long as you charged the item to your credit card within the previous 60 days.

Cardholders should, however, be aware of the rules they must comply with before getting this credit.

Cardholders need to mail to the card company a print ad which identifies the item, the exact sale price ("20 percent off" is not acceptable), the date of the sale and the name of the store, along with copies of your sales and credit card receipts. Furniture, clothing, consumer electronics and appliances are covered, but food, tickets for events or travel, services and negotiable objects like coins, stamps and art pieces are not. Going-out-of-business sales, closeouts, limited-quantity sales and cash-only sales are excluded as well. Refunds are limited to \$250 per item and \$1,000 annually.

Check Your Chair

Sitting in poorly designed chairs for long periods can cause a variety of health-care problems ranging from a stiff neck to serious postural and vascular problems, reports *Employee Health and Fitness*.

An estimated 75 percent of Americans sit while they work. Most spend more time sitting at desks or computers than they do any other activity, including sleeping. This increases the importance of sitting in a properly designed chair.

Evaluate your office chair. Ask yourself these questions:

- Can you sit up straight? Does the chair support your lower back, allowing you to sit straight without having to hold yourself in an upright position?
- Can you keep your feet on the floor? If you can lean back and keep your feet on the floor, your weight is properly distributed. This aids circulation.
- Can you adjust the chair? Can you change the height and position of the back of the chair?

- Does the chair fit you? It should be the right size for your body without cutting into your sides or legs.
- Is it sturdy? Can you move it around without it rattling or shaking?
- Can you concentrate? Is your chair comfortable in all the different positions you use throughout the day? Does your chair restrict you in any of these routine postures?
- Can you ignore it? Your mind should be on your work, not your chair. Is it so comfortable and efficient you don't have to think about changing positions or adjusting it?

If a chair immediately feels uncomfortable, avoid it for health reasons.

Abolish Employee Titles

Work isn't fun anymore. At least that's what a sizeable majority of management employees said in a recent survey, reports *HR Magazine*.

Unhappiness was most common among these three groups: Engineering staffs (75 percent), HR/personnel staffs (71 percent) and production/manufacturing and distribution staffs. Thirty-eight percent of men find their jobs fun while 29 percent of women do so. People working for their companies for less than a year are by far the happiest.

To make work more fun, respondents say companies should abolish titles and work as a team. Respondents are not asking for more money, but rather more individual and significant rewards for their efforts. They ask for a boss who cares about them.

Rain Insurance

Did you ever wish your travel agent could guarantee warm sunny weather for your vacation?

Five resorts in South Carolina are doing the next best thing, according to *Advertising Age*. They are offering rain insurance, providing up to \$500 a day if rain washes out half the day's sun and fun. Vacationers pay a \$5 premium for every \$100 of coverage.

Under this arrangement, the traveler is guaranteed five hours of rain-free time, the length of time it takes to play a round of golf or to enjoy the beach. This may at least give vacationers more money to spend.

The Recession and Employee Benefits

Companies were more apt to permanently reduce their workforce rather than temporarily lay off employees during the recession, according to the organizations responding to a recent survey conducted by the International Foundation of Employee Benefit Plans.

The survey revealed 34 percent of the 352 respondents said their organization had permanently reduced its workforce due to the recession, whereas 28 percent of the panelists said their organization had temporarily laid off employees.

Additionally, 18 percent of the respondents indicated their organization will initiate permanent workforce reductions in the coming months.

As for the recession's impact on employee benefits, 76 percent of the panelists indicated the recession did not measurably affect any of their organization's employee benefit plans.

However, 22 percent said their organization had changed, or is planning to change, the design of its health plan(s). According to the survey, changes include more employee sharing of health plan premiums (62 percent); added managed care concepts to plan

design (53 percent); added or increased deductibles (42 percent); increased employee share of coinsurance (32 percent); and limited benefit eligibility for new employees (5 percent).

In other findings, 41 percent said employee morale was lower compared to one year ago. Even though communication experts encourage more benefits and general communication as a way to curb low morale during a recession, only 14 percent of those who reported low morale increased benefits communication to employees.

More than a third (38 percent) of respondents said their organization's business plan reflects a forecast that the recession will last less than 12 months.

Corporate Charge Cards Help Cut Travel Costs

Issuing employees corporate charge cards can help track travel costs and can open doors to group discounts, reports *Crain's Chicago Business*.

If employees use corporate charge cards, employers will be able to tell how much employees spend on hotel rooms, car rentals and meals.

One insurance company is buying 3,000 charge cards to issue to its frequent travelers. It figures the cards will save it \$500,000 a year as it uses information from statements to negotiate deals with car rental agencies and hotels.

It's becoming more popular for companies to use charge cards to control travel and entertainment expenses, which typically amount to between 2-8 percent of total sales. Last year, 70 percent of companies issued cards to employees, up from 50 percent in 1986.

Despite the rise in popularity, few companies take full advantage of the savings the cards offer (which cost between \$5-30, depending on how many are bought).

For example, few companies use charge cards to purchase airline tickets. As a result, only 25 percent of the \$110 billion U.S. companies will spend this year will be routed through charge cards. The disadvantage to this is that airlines are willing to cut prices for big customers, but they must be able to prove they have heavy-volume travelers.

This documentation is necessary because travel agencies only keep track of reservations, not whether a car was actually rented or whether someone checked into a hotel room.

Companies can also save money by using the corporate card with automatic teller machines as the only way travelers can get cash. When companies give employees travel advances, they are making free loans. Twenty-five percent of cash advances issued by U.S. companies are more than 30 days past due, while on average, the money is out for 24 days.

You're In the Right Field

Human resources management is gaining popularity as an area of graduate study, reports *Personnel Journal*.

For example, at Cornell University's School of Industrial and Labor Relations, the number of applications they received for advanced labor studies increased 25 percent from last year and are at their highest level since 1983.

Why is this increase occurring despite the current recession? When the economy downsizes or expands, it creates human resources problems. "Corporations are making huge investments in their HR departments," says Lawrence K. Williams, a professor of organizational behavior at Cornell.

This suggests human resources is a recession-proof area of management. There has been no decrease in the number of HR recruiters coming to

Cornell nor has the number of placed students decreased.

Maybe this explains why there is an influx of graduates with bachelor's degrees in areas the recession hit most, like finance.

Increased interest in human resources may also be attributed to the additional visibility the field has gained over the years. Now, applicants have a much better understanding of the human resources field than those of the past.

Outside the human resources field, other growing fields are health and leisure, reports *Successful Meetings*. Growth in the health field is not surprising since the average age of Americans is rising. Experts predict a boom in the leisure industry because more people will be retiring and/or taking extra vacations.

Outdoor Training: More Than A Fad

Outdoor training is not just a fad, reports *HR Magazine*.

A recent study indicates outdoor training may rank as a very valuable human resources tool, especially in enhancing team building for work groups.

Researchers identified two types of learning programs. In wilderness training, participants live outdoors at a remote site and participate in strenuous activities. In outdoor-center training, participants eat and sleep indoors but partake in structured outdoor activities.

Participants in both of these programs are usually top executives and mid-level managers.

Higher Literacy Skills

Individuals with a General Educational Development (GED) Diploma are likely to have literacy skills higher than those of high school graduates, says a report

released by the American Council on Education (ACE).

The report shows the average test scores for GED graduates for social studies, interpreting literature and the arts, and science were higher than those for graduating high school seniors. The scores for all GED candidates, including those who did not pass, were equal to the scores of seniors.

The report also shows that in 1989, 80 percent of GED candidates were either employed or looking for a job; 50 percent were employed for pay, while an additional 30 percent were looking for work. Compared to others who did not complete high school in the U.S. population, GED candidates are twice as likely to participate in the workforce. The survey also found male candidates were more likely to be working than female candidates (57 percent versus 45 percent). However, a higher proportion of women than men who took the tests were not seeking employment (22 percent versus 11 percent).

Report results provide evidence to employers that GED candidates have the ability and the motivation to play an important role in the workforce.

GED candidates who work tend to be employed full time. Three quarters of 1989 employed candidates worked at least 35 hours per week. However, women (32 percent), blacks (34 percent), Pacific Islanders (35 percent), and candidates under the age of 18 (47 percent) were most likely to work part time. Marital status and childbearing are known to be important factors in the lower rate of workforce participation by female high school dropouts, and these factors may also account for the reduced likelihood of full-time employment for women, according to the report.

More than 60 percent of the candidates who worked indicated they held jobs associated with average to high levels of literacy.

Most of the candidates' jobs fell into three categories: Sales, administrative support and technical occupations (24 percent); laborers, machine operators and transportation (20 percent); and service occupations (17 percent). Women candidates who worked were most likely to be employed in sales, service or administrative support positions (50 percent). A similar proportion of men (49 percent) said they were employed as laborers or machine operators, or in service or precision production occupations.

Nevertheless, almost 60 percent of candidates reported household incomes of less than \$20,000 per year, and one in three said they earned less than \$10,000. Minority and women candidates were most likely to have low incomes, the report found. Forty-three percent of black candidates, 40 percent of Hispanics, 36 percent of women, 31 percent of Asian/Pacific Islanders and 50 percent of members of other racial groups reported household incomes of less than \$10,000.

Scrutinize Restaurant Menus

Beware of restaurant menu claims of "light" and "low fat" items, according to *U.S. News and World Report*. The government does not require restaurants to satisfy an official definition.

In some cases, "light" items may not be good for your heart, but may be lighter compared to other items on the menu.

A restaurant may use an apple symbol to urge health-minded diners to the "Californian" sandwich. However, while sprouts are better for you than ribs, how much better are the avocado and cheese trimmings? At another restaurant, the heart symbol may draw diners to a cheesesteak, consisting of red meat, cheese (low fat) and a side of fries.

When should you believe a menu? When a restaurant consults with a nutrition expert, it is probably serving what it says it is.

For example, a dietitian coached chefs at 21 Chicago restaurants run by a restaurant company. The company also used American Heart Association guidelines to prepare its lighter items, as do a number of restaurants around the country. Contact your local AHA chapter and ask for their suggestions of healthy dining.

It's very unlikely the restaurant industry will be required to use official definitions any time soon. Last fall, the National Academy of Sciences Institute of Medicine called on the FDA and the Department of Agriculture to set standards for health claims on menus and to offer diners nutritional profiles of menu

items. However, these agencies are skeptical about their ability and authority to take and enforce these steps.

Healthy dining is ultimately the choice of the diner. S/he must not only order healthy entrees, but s/he must also be as selective of salad dressings, sauces and side dishes.

Time Is As Valuable As Money

Americans are losing an average of seven hours of free time a week, reports *The Chicago Tribune*.

A recent Hilton Time Values Survey of 1,010 adults shows the average American has 19 hours of free time each week to spend on leisure activities, but wants 26 hours. This shortfall is called "missed" time.

The amount of missed time is almost the same for both sexes, whether they are single or married.

Among full-time workers, the gap between ideal and actual free time rose to 34 percent. Employees had 17.6 free hours a week, but wanted 26.3. Employed women had only 12 hours of leisure each week, the least amount of free time; on average, they wanted 20.1 hours a week.

"We are at a point in history where the value of time is reaching parity with the value of money," says one researcher.

Other research findings:

- Twenty-one percent say they "don't have time for fun anymore."
- Thirty-eight percent sleep less to "make" more time.
- Twenty percent called in sick at least once in the last year to make time to relax.



Share the Knowledge!

Do your coworkers and supervisor(s) really understand the field of employee services, recreation and fitness/health? Help them out by ordering them personal subscriptions to *Employee Services Management* magazine for only \$20.00—a savings of over 40 percent off the regular one-year subscription rate. Don't let them continue to receive their information second- or even third-hand from a copy that's passed around the office. By receiving their own copy of the magazine, they will increase their awareness and understanding of the field and the important role you play in your organization.

Act now! Send the name(s) and address(es) for each person who would like to receive their own copy of ESM and your check for \$20.00 per subscription to NESRA, ATTN: ESM Subscriptions, 2400 S. Downing Avenue, Westchester, IL 60154-5199.

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Tooting Your Horn:

Public Relations for
Employee Services and
Recreation

The employee services and recreation manager is a communications link between the organization and activity participants. To take full advantage of the many services and recreational activities made available to employees, a comprehensive, aggressive and creative publicity plan must be implemented.

by Irene A. Strickland

As the ES&R representative in our organization, I am learning the value of a knowledgeable public relations program, when to "toot the horn" so to speak. I would like to share with you some programming techniques and strategies that have been successful for me in the past.

In any public relations program, timing is one of the most important considerations. The timing for a special company employee event, such as a company picnic, would be in the summer. However, it most certainly would not be the right time to include "We'll supply the keg!" in your company newsletter or promotional flyers if your company employee assistance program evaluation reflects a current ongoing effort to help employees overcome personal problems such as alcohol dependency.

Internal employee services and recreation and public relations activities and policies create interest, impact the entire company and should be devoted to serving particular interests by presenting them in the most favorable light to help develop and maintain a desired general atmosphere in a company. One way this goal is achieved is through presentations of creative and imaginative newsletters. Even when bad news must be reported to employees, applying the principles of sound public relations can soften the bad news, hopefully justify it, and make it easier to accept by empathizing with the reader's disappointment or anger. In this type of situation, it is important to respond to the reader's need for background information early in the article. Resolve the reader's doubts or misgivings before presenting your conclusions. If you need to de-emphasize information, put it in the middle section of the article.

Company Newsletter

A company newsletter is generally the most common tool for transmitting information to employees. It must be convincing and should provide stimulating reading. About 25 years ago I was a national retail sales assistant in one of the buying departments at the parent headquarters of a leading retail firm in Chicago, Illinois. One of my responsibilities was a monthly information newsletter, with emphasis on major promotional items for upcoming sales events. After the first couple of months, I learned readability was slipping fast and that employees were merely scanning over what they considered the important facts necessary to "sell" the merchandise and they often missed some important new selling technique or other important message. I reformatted the newsletter and decided that all work and no play was no fun at all. The newsletter should be fun too!

In addition to a newsletter to inform and persuade employees, I asked myself what would stimulate employees to read the *entire* newsletter and enjoy doing so. First I developed a "fun list" similar to the following

one and then scheduled items from the list in future newsletters:

- Employee success stories
- Employee personal events/milestones
- Short stories on company history
- Corporate quiz; multiple choice answers
- Upcoming seminars/workshops
- Employee aerobics classes
- Employee company social activities
- Merchandising and program cartoons
- Contests
- Company/industry crossword puzzles
- Company bowling/golf tournaments
- Extracurricular clubs/activities

One of the most successful additions to my newsletter was, "What's Your View?" This was an invitation to employees to submit their suggestions and comments in specific or general areas. This was quite popular and encouraged employees to share their ideas and expertise as well as give them an opportunity to have input and even a chance for them to participate in shared decision-making. It is very important to remember that employees are a company's greatest natural resource. You may even discover a latent genius in your midst who could have a great impact on a particular product or system within your company.

I even caught employees off-guard by deliberately injecting some inaccuracy somewhere in the newsletter to see how many employees called it to my attention. I then gave a prize to the first employee who brought the "error" to my attention. Word-of-mouth is still one of the greatest forms of advertising and my newsletters were anticipated and discussed by the majority of the targeted employees in the buying department and the sales staff in the stores. You must be innovative; the suggestions listed here can be expanded upon and tailored to your company's needs.

Management Involvement

Perhaps the most overlooked aspect of an employee services and recreation manager's programming and publicity efforts is keeping upper management apprised of your efforts. Justifying your programs to management is always an issue, regardless of how much management support you have. Just as you send information to employees to keep them interested in your programs, you need to keep management aware of and interested in your endeavors.

One way you can do this is to make sure upper management receives copies of all your information pieces; company newsletters, promotional brochures, service award announcements, etc. Add a personal touch to your information pieces by hand-writing invitations to them for the company picnic, Christmas party, etc. This

way upper management knows about your many activities and knows you're interested in their input. After activities are completed, make sure to draw up attendance reports, savings to employees, profits generated—any information which shows the positive impact your programs have. You may even want to keep a file of thank you notes participants will send you to show your supervisor and even his/her supervisors.

Another effective way to encourage top management's support of and enthusiasm for your programs (this, after all, is what your publicity efforts should be aimed at achieving) is by involving them in your activities. Find out their areas of expertise or interest and, if applicable, invite them to speak at your luncheon seminars. Ask your CEO to be Santa Claus at the Christmas party. Find out about upper managements' community activities and look for ways you can include their service projects in your community service program.

Your publicity efforts should serve two purposes: Keeping management aware of the positive influence your programs have and keeping them supportive of your programs.

A Fictitious Situation

To avoid being routine, I thought it might be interesting to present marketing and programming recommendations to you in short story form rather than in textbook style. To set the scene, the short story evolves around Smith Carton, Inc., and the owner of the fictitious company, Mr. Smith. Mr. Smith is a good businessman, family man and community supporter. He maintains a hands-on approach in every facet of his company, actively follows industry and business trends, and all the while keeps an ever-watchful eye on the Profit and Loss (P&L) Statements. The story will touch many of the operational departments in this fictitious company and hopefully, regardless of your company size, you will relate to specific instances, procedures or techniques and benefit from them.

The story opens with Mr. Smith smiling with satisfaction as he reviewed his latest P&L statement and reflected on his wise decision two years ago to look into ways to improve productivity and employee attendance via an employee assistance program. He had read an

***Your publicity efforts
should serve two
purposes: Keeping
management aware of
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of your programs.***

article by the School of Social Work and Community Planning at the University of Maryland that got him thinking how he could apply this material to improve his business (The article referred to is fact).

Mr. Smith sat in his small, but comfortable office and reviewed the latest reports on his sales, attendance and job performance that showed significantly improved results. He was well pleased, decided to surprise and reward his employees for their efforts and called a management staff meeting to make preparations for an amusement park outing featuring special reduced admission prices. Mr. Smith planned to further subsidize the admission price on the tickets for his employees and their immediate families, so they would only have to pay \$5 per ticket. Since the company was growing, Mr.

Smith filled a new position, sales promotion manager, and hired a very competent young man named Mr. Jones. As sales promotion manager, Mr. Jones was also the employee services and recreation representative, and he was to prepare an action plan to announce the company event to employees in payroll stuffers, the company newsletter and bulletin board flyers.

Mr. Smith explained to Mr. Jones this must be a coordinated effort; company scheduling and other current programs must be taken into consideration. He pointed out to Mr. Jones that he decided this was an excellent way to recognize and reward employees for the successful company effort to improve employee attendance and productivity. In addition to the various employee press releases, Mr. Smith wanted a brief company-wide employee meeting scheduled to personally congratulate employees for the significantly improved progress and to give them the details for their participation in the amusement park special event.

What a great guy! What a great way of showing his employees he appreciated them and the fine improvement in the jobs they were doing. But, as Mr. Jones soon learned, there was more to this scenario than initially met the eye. Before Mr. Jones prepared his aggressive approach to communicate this great news to the company employees, a thorough background knowledge of what caused the improved sales, attendance and productivity was essential to developing appropriate copy. Mr. Smith and the employee benefits manager, Mr. Brown, needed to bring Mr. Jones up-to-date.

Mr. Smith and Mr. Brown had a private meeting with Mr. Jones to give him the necessary background information about the implementation of their EAP

program through a contract with an outside clinical consulting firm whose services included helping restore personally troubled employees to their former levels of attendance and productivity. Mr. Smith told Mr. Jones the clinical services program had been in operation for the past 15 months and he saw the significant improvement in sales, attendance and productivity as a direct result of that program.

Mr. Smith and Mr. Brown stood up, (Mr. Jones guessed that the meeting was probably over), they patted Mr. Jones on the back, each shook his hand, and Mr. Smith said, "Mr. Jones, you have the facts and, armed with this background, you can now work up an appropriate and aggressive recognition program." Mr. Jones thanked Mr. Smith and Mr. Brown and assured them he would get right on it.

Marketing The Program

Mr. Jones decided his first objective should be the timeline agenda, and based on the event date, August 17, he developed the timeline as follows:

- Kick off with notification material about six weeks prior to the event date; July 8.
- Schedule company employee meeting date with Mr. Smith for five weeks prior to the event, July 15.
- Meet with the finance department manager tomorrow and ask him/her to create a ticket/order form for employees and to appoint someone in the finance department to act as ticket coordinator for this event.
- Three weeks prior to the event, July 29, send out a reminder flyer to employees, stressing the absolute deadline date (two weeks prior to the event, August 5) for receiving employee event ticket orders and the co-share payment of \$5 per ticket ordered.
- Arrange with the ticket coordinator to cut a company check to pay for all of the tickets; \$5 employee co-share per tickets ordered, and the subsidized amount. Plan to pick up or receive the tickets at least five days prior to the event so the tickets can be given to the employees at least three-four days prior to the event.

Next, Mr. Jones concentrated on the event announcement campaign and makes notes:

- Congratulate employees on the significantly improved attendance and productivity.
- Announce the upcoming amusement park event, including date, time and location.
- Announce the discounted admission price, plus the company subsidized admission price; "shout" the final \$5 per ticket employee purchase price.
- Include a map (if appropriate) and special highlights at the attraction.
- Notify employees Mr. Smith has scheduled an employee meeting to give them further details on the event; indicate date, time and location of the meeting.

Mr. Jones made himself several side notes:

- Don't tell the employees everything! You want to "whet their appetite" and save some explanations for Mr. Smith to announce at the employee meeting; check with him for direction.
- Brief department supervisors on the details of the event before it is officially announced, so they are prepared to answer initial questions and explain to employees that all of their questions will be answered at the employee meeting.
- Place emphasis on letting employees know this event is a recognition reward based on a successful company/employee endeavor to improve sales attendance and productivity. Refer to the success of the clinical consulting firm resource services. When developing the copy, careful consideration must be given to timing, sensitivity, and a certain amount of public relations when appropriate. Do not expose employees who chose to avail themselves of the consulting services (this would be a terrible invasion of privacy). Rather, congratulate everyone for their improvement as a whole group.

Story Analysis

This story shows us a number of things. First, management is obviously involved and supportive of the ES&R function at Smith Carton, Inc. Rather than assume he has Mr. Smith's support, Mr. Jones makes a concerted effort to keep Mr. Smith informed of what is happening with his company park outing and recognition program. Further, Mr. Jones draws up a detailed publicity program to make employees feel proud and to encourage their attendance at the event.

Hopefully, you can find similarities in your publicity efforts and the fictitious Mr. Jones' efforts. If not, this is your opportunity to take notes.

Conclusion

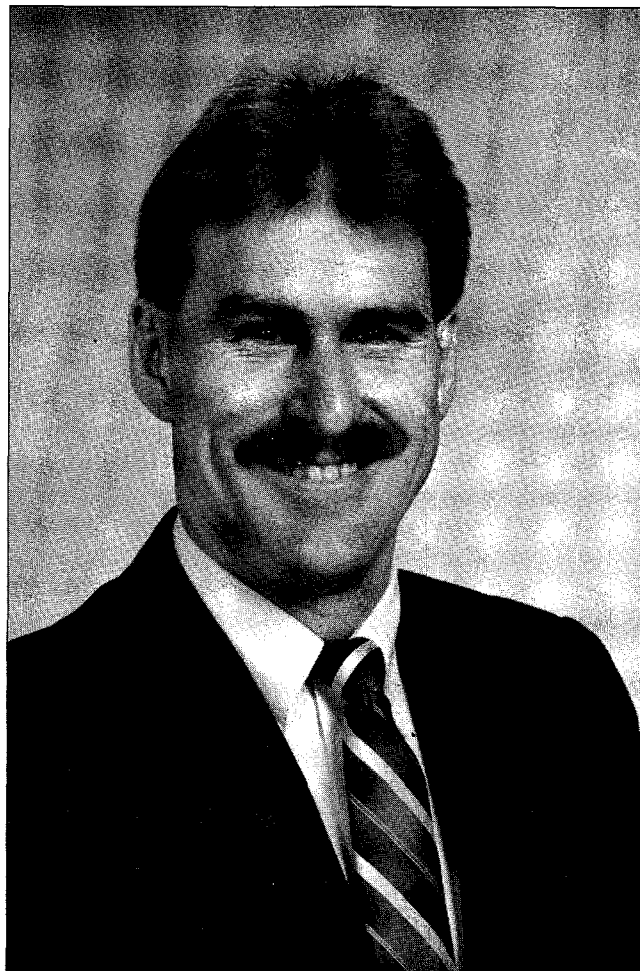
The fictitious company scenario above covers areas that should be considered in developing a successful ES&R publicity/marketing program. Successful employee communication should be based on company and product knowledge, along with timing, programming and strategic planning. To be effective, you must know when, and to whom, to "toot your horn" about your programs.



Irene A. Strickland is currently working in the human research and development area of the superintendent's office, District School Board of Pasco County in Land O'Lakes, Florida.

Member Success Profile

Pud Belek, employee relations coordinator for M. D. Anderson Cancer Center at The University of Texas in Houston, Texas, cites keeping abreast of trends and issues in the ES&R field as paramount to an ES&R manager's success.



ESM: Describe a typical day for us.

BELEK: I usually begin work at 7:00 a.m. before the rest of my department gets to the office. I have at least an hour to figure out where I'm headed and to set goals for the day. By about 8:00 a.m., I'm busy working on various aspects of our employee recreation and employee recognition programs.

Belek enjoys the "roll-up-the-sleeves-and-get-busy" atmosphere of his career.

Our office also works on various institutional projects such as Houston Livestock & Rodeo, United Way, U.S. Savings Bond drive,

National Hospital Week, Christmas activities, etc. In addition, we make reservations for tennis courts and institutional facilities like our picnic ground or our employee lounge. Because we work on so many different

projects at one time, it is sometimes difficult to focus in on one program.

When my day in the office ends, the recreational program begins. Softball and volleyball start about 5:30 p.m. and end anywhere from 7-11 p.m. I also set up golf and tennis tournaments twice a year on the weekends. Obviously, my job is not a typical 8-5 job.

ESM: What is your personal philosophy on the value of employee services and recreation?

BELEK: The idea behind employee services and recreation is to support employees during their free time with fun recreational activities and to provide services such as discount programs on movie tickets, Dining Dollars, Gold C books, entertainment books and special events in the Houston area. We want our employees to feel they are valuable members of the M. D. Anderson family. If our employees feel better physically because of their participation in our recreation programs, they are more likely to be happy with day-to-day responsibilities at work. We also want to improve employee morale through increased employee participation in other activities such as Christmas tree trimming, United Way, etc.

ESM: How did you get involved in ES&R? What was your career path leading to your present position?

BELEK: I was graduated from Belmont College in Nashville, Tennessee, with a degree in health and physical education for entry into the field of teaching and coaching. I then substitute taught in Ohio and Texas for a year. I received my masters degree in health, physical education and recreation from Baylor University in Waco, Texas. In a sense I did major in employee recreation but not in employee services. I worked at Hyde Park Baptist High School in Austin, Texas, as an athletic director, where I received invaluable experience in the management of recreation and athletic programs. I dealt with booster clubs, umpires and everything else involved with running an athletic program. After leaving Hyde Park, I came to my present position as an employee relations coordinator at M. D. Anderson Cancer Center.

ESM: Why did you choose to work for M. D. Anderson?

BELEK: M. D. Anderson Cancer Center provided an

*If our employees
feel better physically
because of their
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recreation programs,
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to be happy
with day-to-day
responsibilities
at work.*

opportunity to get into corporate wellness programs and to be actively involved with people through employee activities and recreational programs. I've been with M. D. Anderson for the last six years.

ESM: Briefly describe the Center's products/services, how many facilities in the U.S., whether it's international, etc.

BELEK: M. D. Anderson is a national cancer research center. Most people have heard of us—we are a world-renowned cancer institute. People come here from all over the world for the best possible care and treatment of cancer.

ESM: Describe M. D. Anderson's ES&R program offerings.

BELEK: We spend a great deal of time and effort recognizing our employees who have five, 10, 15, 20, 25, 30 and 35 years of service. We also have a group of employees, called our Silver Service Club, who have 25 years or more of continuous service. We honor retirees from the institute with retirement plaques and a party. From the recreational aspect, we offer team and individual sports such as volleyball, softball, golf, swimming, tennis, jogging, exercise and aerobic programs. We recruit our employees for community events such as the Houston/Tenneco Marathon and the University of Texas Health Science Center Sportathon. We sponsor health fairs and guest lectures during the Texas Medical Center Wellness Week. We promote cultural events in Houston throughout the workplace with the Council for the Visual and Performing Arts. We maintain seasonal special events, such as our Employee Christmas Dinner, Christmas decorating contest, National Hospital Week, Savings Bond drive, United Way, etc. We also manage our recreation facilities—two lighted tennis courts, a lighted quarter mile jogging track, swimming pool, volleyball courts, exercise room, picnic grounds and employee lounge. We handle discount programs for employees dealing with sporting and cultural events and various coupon books. We maintain our institutional bulletin board which publicizes our programs and those from other departments. We are also in charge of the monthly Outstanding Employee Award program.

ESM: How large is your staff? Are they paid or volunteer?

BELEK: We have three paid individuals on our staff—two professional positions and one secretarial position. All three of our staff members report to the manager of affirmative action/employee relations.

ESM: What major accomplishments are you most proud of?

BELEK: Continuous growth of our employee recreational programs. Examples: Volleyball, which increased from six to 24 teams in five years; and softball, which increased from four to 29 teams in five years.

ESM: How has the ES&R programming grown and changed since you've been at M. D. Anderson?

BELEK: More active involvement of our employees has led to the upgrading and development of good quality employee activities. We've grown to the point that I cannot physically run all the activities we sponsor. We're in the process of setting up employee clubs for our activities so individuals can be more involved with the organization and management of the various programs we offer.

ESM: What is the company's philosophy about the value of employees? How is this seen in management's support of ES&R?

BELEK: Since M. D. Anderson is a health institute, management enthusiastically supports and realizes the benefits of our programs. They realize that employee health, whether physical, mental or emotional, is a top priority if the institution is to thrive.

ESM: Describe your personal interests.

BELEK: I am an active church member of the First Baptist Pearland and president of Houston Area Employee Services and Recreation Association (HAESRA). I enjoy running (just completed my first and last marathon!), tennis and all recreational sports. I love to get away from it all by going camping.

ESM: How would you describe yourself?

BELEK: I am a "people person." I have learned to be flexible in dealing with people. I have learned the importance of a smile and a word of encouragement and I

have committed myself to the service orientation of my department, its goals and responsibilities.

ESM: Where do you see ES&R developing in the coming years?

BELEK: I think we will see M. D. Anderson taking a more active interest in employee childcare and eldercare. Activities and recreation for children and older employees will probably be the trends for the future.

ESM: What have you learned about yourself while at your organization? About the challenges of the workplace? About ES&R?

BELEK: I have had to become more organized. I have learned to delegate some of my activities and not to hesitate to ask people to help with projects and to allow them to become more actively involved. My greatest

challenges have been in the area of management and computerization of our office. One thing I realize is that employee services and recreation is a diverse field and no one person can know it all. I have to continually keep abreast of new ideas, new products, new activities and future trends to be successful in the field of ES&R.

ESM: How long have you been involved in NESRA?

BELEK: I've attended four national conferences and I've been involved in my local chapter for six years.

ESM: How has NESRA been a factor in your success?

BELEK: NESRA and the local chapter have offered encouragement, motivation, a chance to share ideas and the opportunity to network with others in the same field. This is an A+ in my grade book and a real plus to M. D. Anderson Cancer Center. I feel this is why so many companies support NESRA and their local chapters.

ESM: What advice would you offer others in your field?

BELEK: A lot of people consider my job to be just a "fun—play games all the time" type job, when in reality the job involves long hours and lots of hard work coordinating, organizing and managing employee activities. If you care to take the challenge of odd hours to different activities—roll up your shirt-sleeves and get ready for the time of your life! It's hard work, but the payoff of individuals enjoying themselves is all worth it. ☺

*Management
enthusiastically supports
and realizes the benefits
of our programs. They
realize that employee
health, whether it be
physical, mental, or
emotional, is a top
priority if the institution
is to thrive.*

TRAVEL SPOTLIGHT

Nashville, Tennessee

Known as Music City, USA and "The Athens of the South," read on to discover the exciting attractions of NESRA's 1992 conference destination.

compiled by Mochell Hughes, 1992 Conference Chair



The Opryland Hotel features outdoor swimming pools, a fitness center, six lighted tennis courts and the 18-hole Springhouse Golf Club.

Pride...a quality instilled in the Tennessee way of life. Something passed down from generation to generation, like a fine family heirloom.

It's a sense of tradition, of values. Strong ties to the land and to a rich and colorful heritage. An awareness of where we've been and where we're going. As one of our

favorite sons, Charles Danjels, is fond of saying, "Ain't it good to be alive...and be in Tennessee!"

Nashville, the capital of Tennessee, is one of the major entertainment centers of the world. Nashville's heart beats to music. After all, we are Music City, USA, home of the Grand Ole Opry, hundreds of country music stars,



The Cascades area, one of two interiorscapes, focuses on water—streams, brooks, waterfalls and a lake covering almost a half-acre. The spectacular “Dancing Waters” show is featured five times per day.

dozens of recording studios, our own opera and symphony and enough music-related attractions to keep you busy for days.

Each year, millions of music fans stream into Music City to see the Opry, visit Music Row, catch a glimpse of the stars' homes and enjoy the feeling of actually being at the hub of American music.

The famous Grand Ole Opry is nothing less than an American tradition. The world's longest-running radio show still plays before packed audiences year-round.

The Opry is the focal point of Opryland USA, a major entertainment theme park with restaurants, shops and rides galore—from the mild to the wild! Opryland's high-energy musical productions are a continuous celebration of song and dance.

The newest addition to Opryland USA is the General Jackson Showboat featuring the finest in live entertainment and dining, along the beauty of the Cumberland River. If you're not up for a cruise on the river, what about a train trip through the countryside on the Broadway Dinner Train?

Sitting in the midst of the Grand Ole Opry and Opryland USA is the grandest hotel in all the South—The Opryland Hotel, site of the 51st Annual NESRA Conference and Exhibit, April 1-5, 1992.

The Opryland Hotel

The magnificent Opryland Hotel is the largest convention hotel in Tennessee and one of the most distinctive in the nation. It is located seven miles from the Nashville International Airport and 15 miles from downtown. The Opryland Hotel, the 12th largest hotel in the nation, has 1,891 rooms. The hotel has several highlights: The Conservatory is a two-acre garden under glass. The Cascades feature three waterfalls ranging from 23-35 feet rumbling from the top of a 40-foot-tall mountain into a lake. The Dancing Waters fountain, located in The Cascades, is accented by lasers and colored incandescent lights controlled by an elaborate computer system. Playing over the waterfalls is a harpist.

Attractions

Many of the stars whose careers began on the stage of the Opry are now enshrined in the Country Music Hall of Fame and Museum, the most visited museum in the Southeast. It's located on Music Row, in the heart of Nashville's recording industry.

To get closer to the stars, take one of the many tours of the celebrity homes of Conway Twitty, Barbara Mandrell, Johnny Cash; the list goes on. Nashville has a showcase of nightclubs where you can see the up-and-coming stars, from the famous Bull Pen Lounge located at The Stockyard, to Printers Alley. Or stop by for a live television taping of the Nashville network and see the likes of Clint Black, Patty Loveless, Alan Jackson and Garth Brooks.

The Parthenon, located in Centennial Park, gave Nashville its second nickname, "The Athens of the South." The Parthenon is the only full-scale exact replica of the ancient temple in Athens, Greece. Inside is a museum that contains the largest statue of Athena in the western hemisphere, plaster casts of the Elgin Marbles, an art gallery and gift shop.

Nashville is also known for its Old South charm, with historic sites such as Belle Meade, one of the most impressive antebellum homes in the South. Just east of town is The Hermitage, built in 1819, the exquisite home, estate, and museum of President Andrew Jackson.

While Nashville is the home of American music, this region is also the home of two uniquely Tennessee products—Tennessee sour mash whiskey and the Tennessee walking horse.

Jack Daniel's Distillery, located in the tiny town of Lynchburg, and the George Dickel Distillery near Tullahoma, are the only places in the world where genuine sour mash whiskey is produced. Both distilleries offer tours.

The rolling hills and the lush greenery of central Tennessee are covered with Tennessee walking horse farms, where former champions and their offspring can be seen grazing in the rich pastures. Each year there are dozens of horse shows nearby.

Nashville is filled with the kind of cosmopolitan shopping often found in much larger cities. Be sure to check out the many malls and downtown stores, but don't overlook the quaint antique shops and out-of-the-way emporiums of yesteryear.

Golf courses are abundant. The Opryland Hotel offers a golf course. Also nearby are the Two Rivers public golf course and the Hermitage public golf course, where the Sara Lee Classic is held each year.

Natural Nashville offers families the chance to get away from it all without leaving the city. Nashville has more than 5,000 acres of parkland within the city boundaries. Camping, fishing, and outdoor recreation facilities abound. Families will also love Grassmere Wildlife Park and the Nashville Zoo, which keeps children enthralled with animal antics. Grassmere focuses on species indigenous to the Middle Tennessee region which include bison, elk and otter. The Nashville Zoo is home to more exotic animals including snow leopards, tigers, lions, lemurs, llamas and jaguars.


Civil War history is abundant at Fort Donelson and



Ground-level walkways and elevated promenades wind through the Opryland Hotel Conservatory. The Conservatory's garden features between 8,000 and 10,000 tropical ornamental plants, numerous sculptures, a flowing stream and a 72-foot-tall fountain/sculpture piece.

Stones River National Military Parks, and in the historic nearby town of Franklin. You can also visit the home of James K. Polk in Columbia, another town noted for its outstanding antebellum architecture.

Seven major lakes in Tennessee's heartland offer excellent fishing, boating and camping. The Land Between the Lakes is a massive outdoor paradise that stretches over 40 miles between Kentucky Lake and Lake Barkley. Also, Center Hill Lake is located within an hour's drive of Nashville. Boat rentals (from fishing boats to impressive houseboats) are available at various docks.

Whether it's the Opryland Hotel, southern cooking, shopping or fabulous entertainment, Nashville has the perfect mix to make your conference experience a hit! 

Mochell Hughes is special services coordinator for the United Methodist Publishing House in Nashville, Tennessee. She is also president of the Nashville chapter of NESRA.

HAPPY ANNIVERSARY, NESRA!



**Recreation & Welfare
Association**

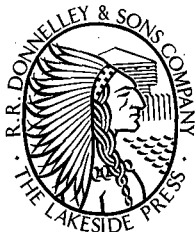


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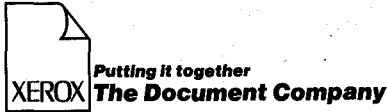


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For 50 years, the National Employee Services and Recreation Association has been providing its members with the education, resources and professional development they need to offer quality employee services and recreation programs to their organization's employees.

The companies shown on these two pages have helped make NESRA the association it is today: An association dedicated to enhancing employee quality of life.

Let's

Have

Fun

by Karen G. Beagley

"Strange, when you come to think of it, that of all the countless folk who have lived before our time on this planet, not one is known in history or in legend as having died of laughter."

—Sir Max Beerbohm, 1872-1956'

The same can be said today. The daily newspapers do not contain reports of people having died of laughter. In fact, quite the opposite is true. Psychologists, doctors and management speakers all proclaim the advantages of a happy outlook on life.

Stress is a part of our society, especially in the workplace. Two-career parents hardly have time for themselves. They rush to get to work, rush to pick up the

children and take them to their next function, rush to complete errands, cook dinner and then finally collapse, exhausted, into bed. Compound personal stress with stress at work and you have a society in need of a reprieve. Many believe laughter is an effective reprieve.

"We all naturally seek out humor and laughter, because it is the one 'natural cure' always available to us for eradicating depression, inertia or even panic. You

simply cannot be depressed, anxious or nervous while you are laughing," says Dr. Wayne Dyer in his book, *The Sky's the Limit*.

Psychology of Laughter

Author Norman Cousins has long been an advocate of laughter as a healing power. In 1964, Cousins was suffering from a serious collagen illness, a disease of the connective tissue. He was given a one in 500 chance for recovery. In his book, *Anatomy of an Illness*, Cousins reports that 10 minutes of solid belly laughter had an anesthetic effect and gave him two hours of pain-free sleep. And that was without any medical sleeping aids. Another book of his, *Head First: The Biology of Hope*, covers studies that prove scientifically the value of laughing.

Want to relieve some of the stress of a deadline project? Laugh. "When you laugh, every muscle in your body gets into it. It lets out stress. Humor causes a tensing and relaxation effect that stimulates the central nervous system," said Susan Stamper, RN, MSN, wellness coordinator, Appalachian State University, Boone, NC.²

Fun At Work

According to an article in *Psychology Today*, "All Work and No Play...Isn't Even Good for Work," companies who report their employees have fun at work are less anxious and depressed and more satisfied with their jobs and with their lives in general. The article also claims employees who have fun at work are more motivated by their work and are more creative.

What do people think is fun? According to "Work Smarter, Not Harder" in *Psychology Today*, two basic causes make work fun for some but not for others: Personal intentions and organizational climate. People were asked on a personal side what they do to make their work fun. Answers included joke telling, setting up challenges for themselves, coming to work with a positive attitude and trying to make others' work fun. It was concluded, "People who actively try to make work fun actually have more fun on the job."

Incorporating fun and laughter into the workplace is a natural. If you spend five days a week with 40-plus hours at work, why wait until you get home to laugh? The largest portion of your life is spent at work—you might as well enjoy it.

Fun Awareness

It helps an organization to promote fun if everyone is involved. That includes top management on down

through the company's ranks. According to James G. Battersby, manager of employee programs at Lockheed Missiles & Space Co., Sunnyvale, CA, top management sets the "fun" pace at the company. "John McMahon, our president, has a great sense of humor. He walks around during the day with a smile on his face and will talk and laugh with people. I don't believe work is work and play is play. I believe you need a little of both. A good laugh during a stressful situation at work is like an inner jogging for your mind," said Battersby.

People each have their own ideas of fun and many of these are deep-seated. Management needs to increase employees' awareness of fun within the organization. According to an article in *Personnel Administrator*, "Building Fun in Your Organization," you might have to do some public relations to increase fun at work. The article suggests you spread information about when it is appropriate to have fun at work and when it isn't. Also spread the word that fun has potentially positive effects, even people in traditionally "non-fun" jobs can have some fun, and both the individual and organization need to work together to have fun.

Theme Days

Organizationally, what can a company do to bring fun into the workplace? One option for having fun is to have special theme days. Remember when you were in high school how much you looked forward to "special theme days?" We had a program where on the first Friday of each month we could dress as sloppily as we wanted (within, of course, the rules of common decency). No one in the school ever forgot the first Friday and we all looked forward to wearing our grubbiest jeans. We even had a private contest among friends to see who had the worst-looking jeans. Passing each other in the halls we'd laugh at each other in our "grubbies."

Gary Louie, advisor, business manager, NW Laboratories, Richland, WA, commented on his company's casual days where employees dress up to go along with a theme. For example, employees wear Hawaiian shirts for "Hawaii Day," red, white and blue for "Flag Day" and sweats for "Grubby Day."

"Dressing up encourages a person's creativity and the employees have fun. A positive work environment increases productivity. A lot of the fun items we have at work are spontaneous, not necessarily company sponsored. But the company definitely does not frown on its employees having fun while at work," said Louie.

Theme days to dress up can be as spontaneous as casual day where employees wear their grubby clothes and then also clean out the work area. Ralston Purina Company, St. Louis, MO, calls these days "Pitch Days." "Employees wear casual clothes and then go through their desks and file cabinets throwing out old files,

papers, etc. We even have a contest to see who throws out the most for the recycling center. The person who has the most recyclable paper to get rid of wins," commented Sandra Wies, supervisor of the employee store.

Other theme days can be centered around holidays. Halloween is a great cause for the employees in any organization to dress up. An organization might even award prizes for the funniest costume, scariest costume, etc. Dressing up for the Fourth of July might include wearing the colors of our nation's flag and Christmas theme day can be centered around green and red.

Celebrations

Birthdays are a cause for fun celebrations at work. Everyone has a birthday, so everyone will in turn become the center of attention for a day. If the person's birthday is on a weekend, celebrate it the next workday.

According to Lockheed's Battersby, birthdays are a big cause for celebration. "We'll have Eastern Onion singing telegrams come in and make a presentation to the birthday person. We also make a celebration out of successes, retirements, etc. We'll have a luncheon and present humorous skits and plays. Of course, half the fun is the preparation."

Special Programs

Nationwide Insurance Co., Columbus, OH, incorporates fun into their annual "Operation Field Day" which raises money for food for the needy. "We do wild things during the two weeks we devote to raising money. We have banana-eating contests, ugly legs contests, best bald head contests, etc. The money donated goes to a good cause, but we all get a laugh out of the events," said Jackie Sells, human resources services supervisor.

"Laughter is the best means of improving stress. After we are finished laughing, we get back to work," she said.

Covered-dish lunches are a spontaneous way different departments at Siecor Corporation, Hickory, NC, get their employees together to talk and laugh. "All you need to do is get everyone to bring a food item to lunch one day and the whole department is together telling jokes and laughing. Having fun together promotes teamwork; when you need help at work, you're not afraid to ask your coworker because you are a team," commented Tammy Brooks, employee relations coordinator.

She also believes that if you never take a look at the lighter side of life you'll burn yourself out. "Departments will also take an afternoon off to play golf and have dinner together. It is something fun to do, we're all together and we're away from the office. We really get to know each other on a fun level," she said.

Some of the programs Levi Strauss & Co., San Francisco, CA, has held include special menu days in the cafeteria, favorite T-shirt contests, Oakland A's players autographing sessions, employee art shows, and a comedy hour with comedians. These were all held to promote employees' enjoyment. "If employees have fun at least 50 percent of the time, they will be more productive during work," commented Linda Greco, administrator of employee services.

Lunch Programs

Lunch programs are another way to bring humor into the workplace. Companies can bring in light-hearted speakers to give the employees a talk or even have mini-seminars on topics of interest to the employees. These lunches can be catered at the company's expense or each employee can bring a brown-bag lunch. Grumman Corporation, Bethpage, NY, holds lunch speeches to give the employees a "break" from work during the day. "The lunch speeches are a way for a group of people to eat together and have fun. We also have different clubs organized in the company, such as the magic club. If an employee wants to pursue a 'fun' activity, we probably have a club for them," explained Gerard McMahon, manager of employee services.

Other Options

According to George Misoyaianis, MPH, wellness director at the North Carolina Office of State Personnel, Raleigh, NC, as he commented in an *Employee Health & Fitness* article, "One method for lightening up the workplace is introducing a weekly or monthly good humor contest for the best joke or funniest story. A trophy could be passed from one winner to the next."

In this article, Misoyaianis and Stamper, an associate, say humor is a real ice breaker in group situations. Next time you are having a meeting and not everyone knows each other, try one of their suggestions:

- Group introductions—Have people give their full names and then give them a nickname.
- Guess who—Ask people to write two truths and one lie about themselves on a piece of paper. Pass the papers around, have everyone read them and try to guess who wrote each paper.
- Stand up and be counted—Ask a series of yes and no questions. Have the people who answer yes move to one side of the room. "Just getting people to move helps lighten up the atmosphere," said Misoyaianis.
- Charades—Have people act out stress reactions to different situations.
- Game shows—Spoofing different game shows

introducing your topics is a fun way to get information across.

Another great idea many companies use is to post baby pictures of different employees and ask the other employees to guess who it is. Coworkers will get a laugh out of seeing fellow employees as they were years ago. An award could be given for the employee's picture which takes the longest to be identified and also for the employee who correctly guesses the most pictures.

Conclusion

Laughter is important. It relieves stress and gives you a healthier outlook on life. There are many ways to incorporate fun and laughter into your workplace while still maintaining the workplace atmosphere. Why don't you start now—in fact, you could have a contest to see who comes up with the best way to have fun. Remember the immortal words of Sir John Vanbrugh, "He laughs best who laughs last."



Karen G. Beagley is a free-lance writer and copy editor for NESRA.

FOOTNOTES

¹ John Bartlett. *Bartlett's Familiar Quotations*, Little and Brown, New York, 1980.

² *Employee Health and Fitness*, June, 1991, Volume 13, No. 6, pp. 93-94.

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A Commitment to Excellence in Employee Services and Recreation

Founded over 25 years ago, the National Employee Services and Recreation Association (NESRA) Education and Research Foundation, a 501(c)(3) nonprofit organization, is the research arm of NESRA. It was created to equip the employee services and recreation manager or leader with the bottom-line data needed to support employee services and recreation programming.

Current Foundation projects include:

- Funding biannual field surveys delivering data on salaries, budgets and programming trends;
- Reviewing candidates wishing to conduct research which will supply data to members;
- Funding the publishing of a four-book series of texts concentrating on various subjects in employee services.

Contribute to the NESRA Education and Research Foundation and you will contribute to the expansion of the employee services and recreation field.

☐ Yes! I'd like to send a tax-deductible donation to the NESRA Education and Research Foundation! My donation is for the following amount:

☐ \$25 ☐ \$50 ☐ \$250 ☐ \$500 ☐ \$750 ☐ \$1,000 ☐ other: \$ _____

My organization is involved in a corporate gift-matching program: ☐ yes ☐ no ☐ I'm not sure.

Send your donations to the NESRA Education and Research Foundation, 2400 South Downing Avenue, Westchester, IL 60154-5199

Thank you

Computerizing the Employee Store

Discover the benefits of computerizing your employee store and the capabilities of new system options.

by Mahan Singh Khalsa

Commercial retail stores have come to accept computers as an indispensable tool for increasing efficiency, profits and service to their customers. Timely, accurate and meaningful information is critical to success in the competitive retail marketplace. Employee stores often choose to pass on potential profit to employees. Despite this difference in profit motive, many employee stores are finding computers just as valuable in providing top notch service and operating efficiency. Providing the right goods at the right price at the right time within budget is essential to any successful store, no matter what management decides to do with the profit.

Why bother to computerize if profits aren't important? More potential profit means more value to pass on to employees or to invest back into the store. It also means customer (employee) satisfaction. That is the consensus opinion of the four employee store managers interviewed for this article from 20th Century Fox Studios, United Airlines, General Dynamics Electric Boat Division (EBD) and Universal Studios. Three of the stores operate to breakeven and one for a small profit. All four were unanimous in the opinion their computer systems have more than paid for themselves and have helped make their employee stores more beneficial to employees.

Should you computerize your employee store? Read on. Perhaps the information in this article can get you started in answering that question.

The general opinion is that a minimum sales volume of \$250,000 is necessary to cost justify a computer system. At any sales volume above \$500,000, a good

computer system will almost always pay for itself. The four stores mentioned here have annual sales of between \$500,000-\$1,200,000.

A computer system may be a factor in helping your sales grow. Sue Williams, manager of the General Dynamics' EBD, Fairwater, CT, employee store, has overseen a quadrupling in sales volume. Along the way she has upgraded her computer to a new state-of-the-art system. Williams and her colleagues intend to use their computer to help continued growth in the million dollar plus business—they feel the more business they do, the more people they make happy.

What benefits should an employee store expect from a computer system? Actual experience has shown computers help in every phase of the retail cycle including buying, receiving and ticketing, selling, inventory control, and accounting. Below is a summary of comments by the employee store managers interviewed and the author's industry experience.

Purchasing

With some computer systems, by placing all of your purchase orders into a computer, you can create "open order reports." These reports show exactly what you bought at what price and from whom. They will show order dates, delivery dates, cancel dates and payment dates. They will help prevent overlap and redundancy in merchandise buying. Cancellation date reports help make sure you get the merchandise you want on time and allow you to negotiate significant discounts on goods received after the cancel date (some people pay for their systems with this one report). Used in conjunction with "open to buy reports," "open order reports" will

ensure you don't overspend—the great anathema to any retail store.

Debbie Spina, manager of the 20th Century Fox Studios employee store in Beverly Hills, CA, estimates using her computer has cut purchase order processing time in half. Her store serves 5-10,000 employees, not just in Los Angeles but worldwide. The ability to see constantly not only what is on order but what is on hand has proved invaluable. She will often get requests for 50-100 of an item. Before she had to count stock and hunt up purchase order paperwork. Now she has everything at her fingertips and her ability to serve her customers has soared.

Sue Williams concurs. Not only has purchasing and reordering been much faster, she feels she is now much more effective in dealing with vendors. Her predictions for upcoming seasons now depend on accurate data from the past. Williams feels she is practicing "just-in-time buying" and her precision helps her prevent merchandise duplication and achieve better turnover and excellent cash flow. The one downside she mentions is it now takes more time to put the barcoded tickets on all the items—a small price to pay for all the benefits, but a price nonetheless.

Receiving and Tag Printing

Purchase orders and receivers are matched automatically by the computer. Backorders are accurately maintained and cancellations properly eliminated. Ticketing, with or without barcodes, can be done either from the purchase order or the receiver. This saves time (for most) and increases the readability and accuracy of the pricetag. Overshipping and overpricing by vendors is eliminated. Receiving logs and various audit trails reduce disputes with vendors and provide documented entry to accounting.

Point of Sale

Whether through manual input of a short number or via a swipe of a barcode, every item sold is recorded at the point of sale (POS).

Computerized POS registers have proven faster than almost any manual system except just stuffing money in a cigar box without writing anything down. This increase in speed pales in comparison to the wealth of information gained. Many reports become available on exactly what was sold, when, to whom and by whom. Any style, category or vendor can be evaluated in terms of unit and dollar sales, turnover, gross profit, return on investment, rate of sale, inventory levels, markdown amounts, days supply on hand, etc.

Spina calls her POS system "fantastic." She says Fox uses barcode tags that are read by scanners directly into the register. In addition to speed and accuracy, she loves the fact that she can call up any inventory item on the screen and see her exact current position.

General Dynamics EBD takes full advantage of a feature of its POS module called Customer History. General Dynamics EBD employees are allowed to charge merchandise by presenting their employee badge. The badge number is entered at POS and automatically associated with goods purchased. That information is then electronically forwarded to the main company computer where it is processed for payroll deduction. The corporate computer then sends back to the POS the remaining amount of credit available for that employee. As each badge number is entered at POS, both previous purchases and current available spending amounts can be seen instantly. This has sped up point of sale tremendously, much to the delight of employees, and cut down significantly on data processing time and errors.

At The Corner Store, Universal Studios' employee store in Universal City, CA, managed by Sue

Hasegawa, about 30 percent of the goods are food items. Their computer system allows them to directly input the UPC barcodes via a barcode scanner at their three registers. They have also marked apparel and gift items with UPC codes so that POS entry is fast and they can get daily and weekly reports on all goods sold plus have their inventory status updated automatically.

All four stores serve a worldwide clientele and find their computers help in answering inquiries and in proper invoicing of shipments. The United Airlines employee store in Elk Grove Township, IL, is typical. While it serves 3,500 employees locally, its customer potential is 70,000 employees across the globe.

Inventory Control

Employee stores serve a diverse clientele (executives, blue collar personnel, guests, mail merchants, etc.). They also tend to offer a wide array of discounted services and carry goods from small ticket grocery and gift items to logo apparel, regular apparel, etc. Consequently the number of stock items is usually very large and having tight inventory control is crucial.

Inventory control is really a process. It includes obtaining the right amount of the right goods at the right time at the right price both for the store and the consumer. Some more common measurements of inventory status and performance are summarized below. Each measurement discussed is usually available by department, class, subclass, season, vendor, color, material and price point. Software which tracks sizes will provide unit measurements down to each size. Size software provides a matrix which shows sizes in a grid. Examples would be waist and inseam for pants, length and width for shoes, collar and sleeve for shirts, etc. Here are common measurements:

Inventory Levels: Computers keep a running track of inventory in units and dollars, at cost and retail. These figures are available for beginning, ending, average and on-hand inventory.

Gross Profit: Computers can show the gross profit on the goods sold as well as the projected gross profit on goods remaining in inventory. Gross profit pays expenses and even breakeven stores have to make sure they will have enough gross profit to cover expenses and reinvest in inventory.

Turnover: Turnover is one of the most significant measurements of performance in an employee store. Unit or dollar sales do not show how well an item is selling in relation to the amount of inventory carried. Selling 10 out of 20 may be more important than selling 50 out of 1,000. Easily identifying high and low turnover items is crucial in fine-tuning inventory.

Gross Margin Return on Investment: This measurement shows how many dollars worth of gross profit were returned for each dollar invested in average inventory at cost. This measurement, critical to commercial stores, may not be as valuable when much of the gross profit is passed on to employees but it will still provide the only index of performance that combines gross profit and turnover.

Sell-Through: Seeing the percent sell-through of seasonal items is a good way to chart performance. If you have a four-month season for T-shirts, at the end of each month you would like to have 25 percent, 50 percent, 75 percent and 100 percent sold. Tracking actual sales percentages against targets will allow you to reorder hot items while time is still available and take action on slow movers before it is too late.

Days Supply on Hand (DSOH): A computer can measure how fast you are selling an item, compare that to how many you have left and tell you how long before you will run

out. Hot reports based on DSOH allow you to prevent stock-outs on hot items. Cold reports rated by DSOH show items that will take months or years to sell unless you do something different.

Sales: Sales are shown in dollars and units at all levels. Sales can usually be shown in various percentages. Examples: Department sales as percent of total sales, class sales as percent of department sales, percent of sales compared to percent of inventory amount or gross profit amount, etc. For stores that sell goods by sizes (apparel, sporting goods), sales can be shown by size. This allows inventory balancing and maximizing down to the size level.

Cost of Goods Sold: Shown in dollars and percent of sales. Using computer reports to bargain more efficiently has shown up in improved cost of goods sold percentages.

Markdowns: Markdowns are shown in dollars, units and percentages. This measurement allows company stores to demonstrate how much benefit they have passed on to their employees.

Inventory Tracking: Computers facilitate taking physical inventory and producing reconciliations. If barcoding is used, time for taking inventory is tremendously reduced even as accuracy skyrockets.

Accounting

The accounting modules most often used are general ledger and accounts payable. Employee stores may also be interested in an accounts receivable package that is connected to the point of sale module. This allows sales to be posted automatically to an employee charge account.


Having a monthly Profit and Loss report can also be a boon. When you are working on small or no profit, keeping yourself within budget benefits from timely feedback. Employee stores provide a service but they have to pay their own way.

Drawbacks

Are there any drawbacks to owning a computer system? Not really, say the four store managers interviewed. They all mentioned, however, the task of initially entering all of your inventory takes a lot of time and you should be prepared for that effort. Anything that allows you to get all your inventory "on line" as soon as feasible (preferably all at one time) is recommended.

Not all retail computer systems are equal. Each employee store looked at several competing systems before making their choice and saw several that would have been inadequate. Their words of caution included, "Look at the software first, then see what hardware it runs on;" "Evaluate the total value and not just the cost;" "The company you buy from is as important as the system—they'll be your partner for a lot of years." Gutsmeid at United Airlines also counsels that, in addition to the initial cost of the system, you should compare the cost of ongoing service and software updates.

Conclusion

The right computer system can help your employee store operate more efficiently and help you better serve your customers. A nonprofit store with sufficient sales volume can definitely justify the investment in a computer system. In the words of one store manager, "This is the information age. The ability for myself and each of our employees to use information effectively largely determines our success. Without a computer, we would be lost—with it we are freed up to use our creativity and imagination." 

Mahan Singh Khalsa owned a successful retail store for 15 years. He is now the president of Khalsa Associates, a retail industry consulting firm in Millis, MA.

Athletic Footwear

In today's sports and health-conscious society, choosing an athletic shoe can be quite a workout in itself. Athletic shoes vary from sport to sport. There are shoes for tennis, walking, basketball, boating, football, aerobics, bowling and much more. Is one athletic shoe better designed for a particular sport than another?

Sport-Specific Shoes

Each sport has athletic footwear specific to that particular activity. For example, there are specific shoes for golf, basketball, aerobics, tennis and football. Is it necessary to wear a specific shoe for your favorite sport? According to many salespeople in the footwear world, it is most important to wear a shoe that is comfortable for your foot.

The "cross-trainer" athletic shoe is a new style of athletic footwear on the market. This type of shoe is designed as a combination of a basketball shoe, a running shoe, an aerobic shoe and many more similar styles. This all-purpose shoe is for the person who is not interested in a specific sport, but participates in many different sports on a less frequent basis.

Basketball shoes, on the other hand, are designed for the style of movement used during the sport. Basketball involves a highly lateral, quick motion. Thus, athletic footwear for this sport was designed with extra reinforced stitching in the sides of the shoe. This is also true for other sports that include lateral movement such as tennis and racquetball. A basic running shoe is designed with a wider sole to provide more balance. Each type of athletic footwear is designed to ensure the most comfort for the individual sport.

Frequently Purchased Footwear

Most styles of athletic footwear have increased in purchases in the last few years. This is largely because of the increase in people participating in exercises such as walking, aerobics and so forth. According to one salesperson I spoke with, women's walking shoes have been the biggest sellers on the market. This could be because of their multipurpose use. A walking shoe is comfortable and can be worn for a variety of sports as well as for casual wear. The second biggest seller is a woman's basic slip-on or tie-up shoe which also serves as an all-purpose shoe.

Increased Shoe Sales

A study conducted by Irwin Broh and Associates for the National Sporting Goods Association (NSGA) showed an increase in the sales of athletic footwear by nearly 12 percent. This large percentage increase is due mostly to a sizeable increase in the sale of basketball, running and walking shoes.

When Purchasing Athletic Shoes

- Look for good quality materials like leather
- Shop around until you find the best pair
- Ask the salesperson to help you find a well-suited shoe
- Compare prices
- Look for a shoe that fits your purpose
- Buy a comfortable shoe

Is all athletic footwear alike? Here is a description of the best ways to select footwear appropriate to the sports you participate in.

by Pamela J. Huston

According to the NSGA, basketball shoe purchases were up almost 50 percent this year. Walking and running shoes showed an approximate 25 percent increase in sales. In general, footwear sales have steadily increased since 1981.

Prices

The price you pay for athletic footwear can vary from \$20 to \$50 for a non-brand-name shoe. The quality of these shoes is comparable to the price you will pay. The average price for basic basketball shoes, which contain more padding for a higher jump, ranges from approximately \$30 to over \$100. More time is put into designing these shoes because the pieces of leather are stitched together instead of glued. Glued shoes tend to be a cheaper type of athletic footwear. Stitching

provides much more durability for a longer-lasting shoe. Tennis shoe prices are comparable to basketball shoe prices, starting at approximately \$25 a pair.

Prices of athletic footwear vary from store to store. According to the NSGA, specialty stores tend to have slightly higher prices because of "their ability to sell technically oriented shoes." Other discount department stores have the ability to stock greater quantities of shoes and sell them at less expensive prices. For example, a large discount store has the ability to purchase large amounts of stock of slip-on casual shoes and sell them for \$3.99 per pair. Stores that sell more specific types of shoes may stock the same shoe as the large discount store but charge a significantly higher amount. This is because they do not have the capacity to purchase in large amounts. This is one explanation for the major price differences in athletic footwear.

1990 Athletic Footwear Purchases (In Millions)

Walking	1,509
Gym/Sneakers	1,177
Jogging/Running	645
Tennis	582
Basketball	428
Aerobics	389
Hiking	295
Cross Training	271
Boat/Deck	264
Fitness/Workout	261
Golf	157
Volleyball	86
Baseball/Softball	76
Soccer	63
Football	50
Bowling	47
Water Sport	45
Racquetball	26

Source: The National Sporting Goods Association

Athletic Shoe Sales

Year	Sales (In Millions)
1981	1,785
1982	1,900
1983	2,189
1984	2,381
1985	2,989
1986	3,128
1987	3,524
1988	3,772
1989	5,763*
1990	6,437

*Some of the 1989 increase may reflect improved pairage reporting due to a slight questionnaire change.


Source: The National Sporting Goods Association

Brand-Name vs. Generic Shoes

What makes one type of shoe more expensive than a similar type of shoe? The quality of a shoe does not necessarily reflect the price. Many brand-name companies base the price of their shoes on exactly that: Their name. When purchasing athletic footwear, look for the quality of the materials put into the shoe, not just the brand name. The major difference in the price of shoes is that the brand-name company figures the price of advertising their name into the price of the shoe. Companies that do not include their media expenditures into the price of the shoe can offer the product much less expensively.

Conclusion

Many different types, styles and prices of shoes exist in the athletic

world. Each serves its own purpose. The most important fact to keep in mind when purchasing shoes is to find a shoe made out of quality materials and reinforced stitching verses gluing. Secondly, purchase a comfortable shoe. Don't wear a shoe designed for your favorite sport if it isn't comfortable. Being comfortable in your shoes will bring you the most satisfaction. When purchasing shoes, utilize the salesperson at the store to help you. S/he is probably most qualified to answer any questions you have about a particular pair of shoes. Don't be afraid to shop around to find the best pair of shoes to suit your needs. 

Pamela J. Huston is a recreation intern at NESRA Headquarters.

Finding a Quality Lawyer

In a litigious society, you need the "insurance" a lawyer specialized in your field can provide.

by Elizabeth D. Martinet,
editor

Liability. This word alone causes management to stir uncomfortably in their chairs and employee services and recreation managers to wonder about the value of offering certain types of programs in light of a "sue-crazy" society. Regardless of how much attention you pay to detail and how well-implemented a safety program you have, exposure to liability is an issue you must deal

with. While no activity will ever be

liability-free (even watching the television at home has *some* risk), you can reduce your risks as much as possible by doing two things: Safeguarding your programs and hiring a good lawyer. The former has already been addressed in earlier legal department articles. Let's investigate the qualities of a good ES&R lawyer.

Hiring a Lawyer

As is the case with any position opening at your company, experience and knowledge are key factors. Look for a lawyer who has experience in liability issues related to the ones you'd face if an employee should injure oneself during one of your activities. Find out if the lawyer has knowledge of or access to any precedents set in your state by other cases involving organizational activities and employee injuries.

Would a lawyer specialized in another area who has an interest in ES&R-related issues be able to help you? Probably. Again, it would depend on his/her experience and knowledge of your field.

It is possible to find a lawyer who specializes in liability issues at facilities or company-sponsored activities. Doing a little research and networking among fellow NESRA members can give you insight into finding the type of lawyer you want.

Contacting your local chapter of the American Bar Association or your local Chamber of Commerce may also prove useful.

In addition to knowledge and experience, you want a lawyer you can work well with and communicate with. Don't be intimidated by a string of degrees after a person's name. By the same token, don't hire someone just because you think they're congenial; obviously you want a skilled individual who understands you and your needs. Weigh all the factors about a prospective lawyer before making a decision.

Terms of Employment

You've found an individual with a good mix of experience and knowledge of your field, who you feel you can work well with, and who would represent your interests well. What next? You need to discuss the terms of employment. Will you give your lawyer a monthly retainer, or will you draw up an agreement on a per-case basis? Discuss any payment methods and terms ahead of time so you won't need to worry about them later.

You'll also need to consider the extent of service your lawyer will provide. Determine whether s/he will handle an entire case, represent you in court only, hire additional individuals to handle paperwork if needed, or even travel.

Evaluation


Your lawyer wants to represent you and the organization well. Therefore, you'll want to provide feedback to ensure a mutually beneficial relationship. Let your lawyer know how s/he is meeting or exceeding your expectations. But be honest. If your lawyer isn't living up to your expectations, how else can

you solve the situation than by being open and discussing the issue? Together you can arrive at an agreeable solution. Either way, it behooves you both to sit down occasionally and discuss performance, although hopefully you won't need to judge his/her performance during a lawsuit.

Using Your Corporate Lawyer

What if your organization already retains a lawyer to handle any suits brought against the company? Half the work has been done for you. It's still up to you, though, to make sure you understand each other. Sit down with your lawyer and discuss your program's operations. Make sure you gain his/her approval before signing any contracts. Notify him/her about any modifications in your record-keeping or program procedures to make sure your exposure to liability remains as low as possible. Maintain open communications with your lawyer so that, should the unfortunate even arise in which someone is injured and sues, you'll be prepared and feel comfortable relying on your lawyer's expertise.

Conclusion

Liability is a fact of life. Reducing your employee services and recreation program's liability exposure as much as possible makes sense. In a litigious society, it also makes sense to enlist the services of a lawyer who understand your interests and the interests of the organization. Maintain ongoing communications with your lawyer to make sure you are covering all areas of concern and running as legally sound a program as possible. 

This article is not intended to be used as legal advice.

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**W**hy the weekend? It's the most frequently requested type of trip by the largest span of consumer age groups. A quick trip on the weekend doesn't interfere with the work schedule as much. Of course, a weekend trip is usually more affordable and people can take a day or two off without affecting the time needed for that big trip of the year.

## Weekend Getaways

Most people think of a

two-day Saturday to Sunday trip as being a weekend getaway, but in terms of planning and pricing, a three, four or even five-day trip that encompasses both Saturday and Sunday follows the same rules.

Local river rafting for the somewhat adventurous, gambling excursions to Las Vegas, Laughlin, Reno, Atlantic City, or an ocean cruise to nowhere with a casino on board are very popular among all kinds of groups. Try a national park camping/hotel trip far enough away that people would not readily drive, yet no more than a 10-hour bus ride. Many snow skiing resorts are famous for having summer festival weeks packed with activities and events, as an off-season alternative to the regular skiing opportunities. A few more examples are golf trips, shopping and relaxing excursions to the nearest Mexican border town, a three-night ocean cruise or even an evening dinner cruise as part of a weekend away. Basically, anything you would do as part of a larger vacation can serve as the featured activity for a weekend getaway.

willing to pay the price for a weekend trip. Three or four-night excursions are normal if flying to the destination is part of the agenda.

A charter flight sold through a tour operator is another option for air travelers. Packages with charter flights are less expensive, the flights are almost always nonstop, all seats on the plane are the same price, the Saturday night stay requirement doesn't apply and neither does the advance purchase requirement.

Weekend packages with charter flights are usually found for the warmer destinations such as Mexico, Bermuda, Bahamas, Jamaica and other points in the Caribbean.

Train travel is very popular with some groups and is an attractive option, but it takes longer than driving and is almost as expensive as flying. Sleeper cabins come with meals, but are very limited and considerably more expensive than the regular coach seats.

The most popular weekend trip for corporate groups is an excursion by bus, with two nights' accommodation, departing Friday evening after work and returning Sunday evening. Destinations within an eight-hour ride are usually acceptable. Any longer and it will be a hard sell unless the trip is extended to three or four nights.

To estimate the cost of a bus trip, expect to pay \$10-15 per person per day for the bus cost including driver, but not the driver's accommodations.

## Planning for Low Prices

Spring and Fall are the least expensive times to travel. Summer is popular because children are out of school. Wintering in warm climates is popular among "snowbirds" escaping their cold environment. One

## Planes, Trains and Buses

Air travel expands your range of destination options, but it can be difficult to pull together a group

Resourceful ideas and options to help you plan the most affordable, fun-filled weekend getaway you can.

*by Steve Buck*

can see the airfare rise and fall in early June and early September respectively.

To get the best possible airfare, purchase air tickets at least 21 days in advance for travel between noon on Monday and noon on Thursday and always stay over Saturday night, or you will be considered a business traveler and pay accordingly. Leisure travelers who adhere to the Saturday night stay requirement, the advance ticket purchase of at least seven days and the nonrefundability of the airline tickets pay one half to two-thirds of what the business traveler sitting in the next seat pays.

Hotels consider Friday and Saturday weekend nights and usually have higher rates for those two nights. Some require you to stay at least two nights over the weekend—sometimes even three nights! This 2-3 night minimum is found at popular destinations that sell out and at non-brand-name hotel chains that do not cater to one-night business travelers nationwide. These non-brand-name hotels are usually the least expensive.

There are exceptions to this generality, though. Salt Lake City, for example, is popular in the winter as a snow-skiing destination, but it is even more popular as a business destination; therefore, brand-name hotel prices are lower over the weekend and do not require any minimum number of nights. The great ski areas close by make Salt Lake City one of the best ski destinations for the dollar and is perfect for a two or three-day trip.

## Group Sizes and Considerations

In general, individual midweek rates are lower than weekend group rates. Group discounts are always applicable, it's just that over the weekend the group discount is applied to a higher rate if traveling during peak times.

Most late-model buses are rated at 47 passengers. To be practical, plan on selling a maximum of 44 seats, allowing that last bench seat by the toilet, which holds three small people, to be used for ice chests carrying the community drinks. Bus charters charge by the bus, not the number of passengers; therefore, if a group isn't at least 30 strong, the price will probably be too high and the trip may not sell as well.

It is hard to get low airfares for a large group. Airlines control the total number of seats sold at their low price—usually 30 to 60 seats (with the exception of charter flights)—so a group may be split up into two price categories. If this happens, the lower price can be offered as an incentive to early sign-ups or the group may be able to be split into two flight times. The latter is preferable since the next lowest air price will usually be expensive and inhibit sign-ups.

## Plan Early

Early planning is essential for weekend trips, especially to those areas that always sell out. Some hotels sell out within a week after reservations are accepted, which could be 364 days prior to arrival date. Airlines usually start taking reservations 300 days prior to travel date. The lowest and highest prices sell out first. The mid-range prices have the most availability.

## Planning Tips

Never reserve a space or write-in a person's name on a master sign-up sheet without the required deposit, even if s/he is a best friend. It will take away precious time from the organizer who has to make special collection calls to unpaid reservations.


Always inform the participant of the cancellation policy up front. Put

the policy in writing or have participants sign a waiver stating the policy at the time of first payment. This will save the organizer lots of time and save employees bad feelings later on.

Always ask for payments at least one week prior to the actual deadline, as people will procrastinate.

Poll your employees in advance by sending out a memo or use a spot in the company newsletter soliciting a response of the employees regarding particular options to aid in planning weekend trips.

## Conclusion

Weekend getaways are a great alternative for those who like to travel but who may not have the vacation time or expense to take a week-long trip. You can reduce the cost of the trip for your group by considering the mode of transportation, lodging in places with fewer night-stay requirements and by making reservations ahead of time. Find out what the employees want to/ can do; this will help you organize and plan weekend getaways which a majority of travelers will enjoy. 

*Steve Buck is the chief officer of Weekends Away Tours, based in Long Beach, California.*

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### New Swim Kickboard Available



Sentinel Water Sports, a division of Packaging Industries Group, Inc., introduces the Pro Fit-Kick. Designed to keep the upper torso stationary during workout, this unique new kickboard stimulates lower body muscle masses, thereby improving kicking technique.

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It features molded-in hand holds, measures 17" x 12" x 2" and is designed to ensure proper body-to-board positioning during workout.

For more information, contact Sentinel Water Sports, 130 North St., Hyannis, MA 02601, (800) 323-5005 or (800) 323-5001 in MA.

### Organizational Productivity Guide

Praeger Publishers presents *Measuring and Improving*

*Organizational Productivity: A Practical Guide*, by Robert D. Pritchard.

This volume is a practical guide for developing productivity

measurement systems. It describes the use of the Productivity Measurement and Enhancement System (ProMES), designed by its author and his colleagues. An

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important tool for organizations, this step-by-step guide discusses how to measure productivity and how to use this measurement.

The book contains background and a description of the Productivity Measurement and Enhancement System (ProMES), instructions on how to develop ProMES and questions and answers about the system. It also explains how to use ProMES with other productivity improvement techniques and much more useful information.

Robert D. Pritchard is professor of psychology and director of the Industrial and Organizational Psychology Program at Texas A&M University. His primary interest lies in measuring and improving organizational productivity.

For more information, contact Praeger Publishers, One Madison Ave., New York, NY 10010, (212) 685-7783.

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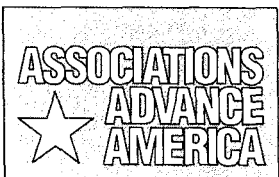
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Also: Alcohol and Recreation  
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## **LETTER FROM THE EDITOR**

Dear ESM Reader,

I am very excited to be appointed the Editor of EMPLOYEE SERVICES MANAGEMENT.

I've enjoyed writing to NESRA members over the past four years as former editor of our newsletters, KEYNOTES and NESRA NEWS, and as author of some ESM departments and articles.

The employee services and recreation field is an extremely interesting field to write about. There's such a variety of topics to cover from alcohol policies, to childcare programs to meeting planning to volunteerism to wellness programs and much more. These ES&R programs are important now, more than ever.

During these uncertain economic times, ES&R programs have an intensified affect on a condensed workforce. These programs provide employees with the energy and positive mental attitude to become flexible and to accept new challenges. ES&R managers play a significant role in employee morale.

It's important for you to get the information you need to creatively and efficiently execute your programs. I will do my best to maintain the high quality feature articles and departments you have come to expect.

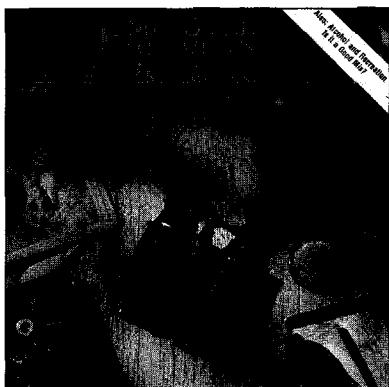
In this issue, the cover story presents the employees' perspective of the ES&R program as a benefit. This issue also provides an update on alcohol policies and a profile of Dick Stubbs, RVESRA, a volunteer ES&R manager from Bath Iron Works. This year, other ESM issues will provide information on dependent care, food service programs, computer software programs and much more. I am also looking forward to presenting you with next year's editorial calendar.

I am here to gather and present information to you. Should you have a comment or suggestion, please feel free to contact me. I look forward to working with you.

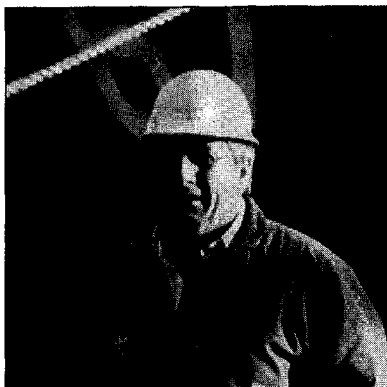
Sincerely,

Cynthia M. Helson  
Editor

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- Member Success Profile

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# EMPLOYEE SERVICES MANAGEMENT

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VOLUME 34, NUMBER 8

OCTOBER, 1991

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## FEATURES

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### **ES&R As A Benefit: The Employee's Perspective**

**9**

*by Cynthia M. Helson, editor*

It is essential for ES&R managers to discover how employees perceive the ES&R program. How they perceive the program is a determining factor of the program's success and a justification tool for the program's expansion and continuance.

### **Member Success Profile**

**13**

Dick Stubbs, RVESRA, believes excellence in one's work should be a constant goal.

### **Alcohol and Recreation—Is It A Good Mix?**

**18**

*by Pamela J. Huston*

A look at the risks of serving alcohol at recreation activities and how following guidelines and practicing responsible hosting can reduce these risks.

### Childcare and Public Transportation

The Washington D.C. area is participating in an experimental venture to lure more working parents of young children to ride public transportation by placing childcare centers next to train stations, reports *HR Magazine*.

The plan calls for local governments to operate centers or contract with local companies to do so. Public transportation would provide the space including land, parking lots or nearby property free or at low cost.

Montgomery County, MD, is already putting the plan to action. It asked the state for bond money for such a center. The center is expected to care for 100 infants and preschoolers and it may also include room for elementary students during summer vacation.

The Washington area has the nation's highest percentage of working mothers—72 percent of women with children under 14 are employed.

All eight of the train's jurisdictions are interested in sponsoring childcare centers.

### Caffeine Withdrawal

Quitting caffeine cold turkey—even if you drink just two or three cups a day—can cause significant withdrawal symptoms within 48 hours, according to *USA Today*.

Going cold turkey significantly affects daily activities with sudden headaches and lethargy. Those who want to quit should do so gradually.

An estimated 51 percent of people in the USA over age 10 drink coffee regularly. Many of them report jumpiness or trouble sleeping and they worry about conflicting reports of other health effects. Although

there is no strong evidence for everyone to quit, they should know caffeine is a potent drug.

In a recent study of 62 healthy daily caffeine users, consumption averaged 235 mg. and ranged from 28-587 mg. A cup of strong coffee has about 100 mg. The average consumption is 2-3 cups a day. Heavy consumption is six or more cups a day.

### Home in 24 Hours

Today it's not at all uncommon for a baby to be born one day and home the next, according to *U.S. News and World Report*.

High hospital costs have health maintenance organizations and private insurance plans requiring mother and baby to be discharged in 24 hours after uncomplicated vaginal deliveries. The advantage to spending less time in the hospital is mother and baby are less exposed to hospital infections. The disadvantages are that the mother has less time to learn how to care for her infant and complications may become apparent after the 24-hours.

Sometimes though, some health plans provide a registered nurse to visit mother and baby at home. Women who aren't eligible for this benefit may want to pay for it themselves. You can call (800) 426-2547 for referral to a visiting nurse association in your area. Charges are \$65-\$85 an hour for a nurse and \$8-\$11 an hour for a trained homemaker who can take care of the baby while you rest.

### Nonrefundable Hotel Rates

Will hotel chains try to follow a trend set by the airlines—nonrefundable rates?

One chain tried it for a limited time, reports *Austin Travel Newsnotes*. The chain offered travelers who booked 14 days in advance at 178 domestic chain locations, a \$49 room rate—a 60-80 percent savings. The offer ran through December and ended the first week in January.

The chain does not plan to reinstate the program. It used this deal to help it combat no-show guests and to boost sales during a traditionally slow period. Even though travelers reacted positively to the offer, it's not a win-win situation for everyone. Spokespeople for three chains agree it didn't benefit business travelers who can't book in advance and who need the flexibility of canceling at a moment's notice. Keeping low nonrefundable rates would ultimately drive business travel refundable rates higher.

However, the president of the Association of Corporate Travel Executives says he doesn't believe the business travelers would be harmed by the practice. He says refundable rates would still seek a competitive level, which might not be higher, given the excess of available hotel rooms. Companies also tend to negotiate their own deals with major hotel chains.

### Sharing the Chores

Sons in two-earner households are not likely to equally share household chores with daughters. These sons do less household chores, according to *The Wall Street Journal*.

Recent research shows teenage sons in two-earner families spend less time on chores than sons in families where the mother is home. Teenage daughters in dual-earner families spend more time on cooking, laundry, car and household repairs.

In dual-career families, sons spend less than three hours a week on chores versus the seven hours sons in single-earner families spend. Daughters spend 10 hours a week in dual-earner families compared to eight hours in single-earner families.

Since working parents are so pressed for time, they often delegate responsibilities to the child perceived as being most reliable. Daughters are perceived as more willing and trustworthy to complete tasks.

If this pattern persists, it is unlikely sons will do more household chores than their fathers. This may cause the inequality of household responsibilities to persist long into the future.

## New Sports Participants

Of 47 sports analyzed in a study by the National Sporting Goods Association, (NSGA), exercise walking drew the most new participants, reports *NSGA Retail Focus*.

Exercise walking exceeded bowling, which attracted almost 7 million new participants in 1989 and just over 6 million new participants in 1990.

Exercise walking has grown so much the past several years, it will take more effort to attract the fewer potential participants.

The study also showed swimming attracted 4 million newcomers, exercising with equipment, 6 million; aerobic exercising, 4 million; running/jogging 3 million and calisthenics, 1.7 million.

Women make up more than half of the new participants in 17 of the 47 sports surveyed. Among fitness activities, women represented more than 50 percent of all new participants.

Even though these are sizeable figures, only 20 percent of American adults exercise on a regular basis.

Researchers defined a participant as someone seven years of age or

older who plays a sport more than once within the year. In terms of swimming, exercise walking, bicycling, exercising with equipment, running/jogging and aerobics, a participant is defined as one who is active in a sport six times or more within the year.

## News About Knees

Torn cartilages (menisci), which act like washers and help knee joints fit together more accurately, can be surgically corrected with relative ease, but a Stanford orthopedic surgeon says some people may not want to bother.

Deciding whether to fix a torn cartilage in older people with a less athletic type of life is more of a lifestyle question than a medical question, says Dr. David Schurman, head of Stanford University Medical Center's Division of Restoration Surgery.

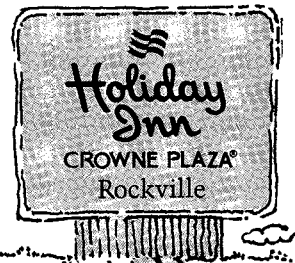
For most people, the consequences of a torn cartilage are often pain or stiffness. If a person is not very active, the pain is minimal or unnoticeable.

This surgeon says many people can lead full, relatively active lives with the torn cartilage in place and may not wish to undergo the minimal—but still real—risks and possible inconvenience of surgery. Leaving an uncorrected torn cartilage in place does not—contrary to medical opinion of a decade ago—appear to increase the risk of arthritis.

However, athletes or others, young or old, who decide to undergo surgery for torn knee cartilages should be able to return to an active life within days and a full athletic regimen within weeks.

The reason for tearing a cartilage varies with age. In persons younger than about age 40, the condition is almost always caused by an athletic

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injury. In persons older than 40, the condition is more often caused by normal wear and tear.

While old and young people are good candidates for cartilage surgery, Schurman says that older people are somewhat more likely to require follow-up surgery to maintain the repair than young people.

"Keep in mind," Schurman says, "that a decision not to have surgery doesn't have to be irreversible. In most cases, people can decide to have the operation later if symptoms persist or get worse."

### Successful Optimists

Optimistic people become successful because they tend to survive tough times, reports *Working Women*. It's important to train yourself to see the good things in life

and not to criticize yourself. Instead of immediately blaming yourself for setbacks, look at the situation objectively to see what other factors come into play.

Always have the big picture in mind. Focusing all your attention on yourself may cause you to neglect providing direction for your employees. Remember, surviving crises will help you climb the corporate ladder.

### High Heels

High heel shoes have long been implicated as a major cause of forefoot deformities in women. A new study, reported at the American Orthopaedic Foot and Ankle Society suggests high heels lead to foot deformities by shifting the way a woman distributes her weight on her

feet as well as by increasing pressure on her toes.

Michael Shereff, M.D., Milwaukee, WI, says as the height of the heel increases, so does the pressure applied to the ball of the foot and the big toe during standing and walking. This may increase the risk of foot disorders such as bunions and metatarsalgia.

The study looked at heel height as a single variable on foot strain in 30 women with normal feet. The researchers examined women's barefeet and then with a 2 cm. and 4 cm. heel with the forefoot free. The ground contact area was progressively reduced as the heel height increased, resulting in larger forefoot pressure over the ball of the foot. There were two patterns in the way women distribute their weight.

The first is when women bear most of their weight on the ball of

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the foot behind the big toe. In the second, women bear most of their weight on the ball of the foot near the third toe.

The study suggested women may risk developing foot deformities by wearing high heels.

## Link Work-Family Issues to Corporate Strategy

Proponents of corporate-sponsored childcare, flexible work arrangements, and other work-family programs can increase their effectiveness by connecting their efforts to high-priority business objectives and heeding basic marketing principles, according to a new Conference Board analysis.

When work-family issues are not linked to overall corporate strategy, they may be given low priority, the

report finds. It emphasizes the potential for developing a marketing plan that connects work-family programs to such critical company issues as quality, managing workforce diversity and career development. By underscoring these connections, proponents can strengthen the perception of work-family as central to business objectives.

The report, *Strategies for Promoting A Work-Family Agenda*, is based on the deliberations of The Conference Board's Work and Family Council, which is composed of 35 senior executives who manage work-family programs in some of the most progressive firms in the country.

The study examines the latest methods of marketing and promoting work-family programs and pinpoints specific strategies for different

phases of work-family programming. It focuses on the experience of executives from major companies.

Work and Family Council members say it is vital for proponents to assess the nature of resistance as well as commitment to work-family programs. They say programs must overcome at least eight major obstacles: The personal attitudes and experiences of those who make the decisions; the habits of the organization; fears about possible negative effects of work-family programs; the desire for data; ignorance about the problem; politics; competition; and timing. The report includes an assessment exercise to help individuals design a work-family marketing plan.

In many corporations, the decision-maker on work-family issues is the CEO. The gatekeeper, however, is likely to be the director

## A Commitment to Excellence in Employee Services and Recreation

Founded over 25 years ago, the National Employee Services and Recreation Association (NESRA) Education and Research Foundation, a 501(c)(3) nonprofit organization, is the research arm of NESRA. It was created to equip the employee services and recreation manager or leader with the bottom-line data needed to support employee services and recreation programming.

Current Foundation projects include:

- Funding biannual field surveys delivering data on salaries, budgets and programming trends;
- Reviewing candidates wishing to conduct research which will supply data to members;
- Funding the publishing of a four-book series of texts concentrating on various subjects in employee services.

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of human resources or the corporate attorney who may be concerned with liability. It is necessary to convince the CEO and the gatekeeper in order to set the wheels in motion.

## Fear No More

Fear is keeping employees quiet in many workplaces. Seventy percent of employees in over 250 companies said they hesitate to speak up to employers because they fear repercussions, according to *HRNews*.

"Think about this for a minute, 70 percent of the workers actually hesitated to speak up about what could be a very good idea, because they were afraid," says Kathleen Ryan, management consultant, who surveyed employees. "It means that a lot of good ideas are dying of fear," she adds.

According to Ryan, much of our fear in the workplace is generated from our natural distrust of authority figures. We are naturally suspicious of authority. These natural tendencies can harm an organization's corporate culture. Employees of all levels feel they are "pawns in the giant corporate chess game," says Ryan.

Participants in the study always assumed the role of employee, even higher-level managers. These managers admitted experiencing fear and distrust of their superiors.

Sometimes management's behaviors create fear. This behavior can be placed into two categories: 1) abusive and abrasive behavior and 2) ambiguous behavior. The two categories are almost evenly reported: 52 percent of employees report behaviors in the abusive and abrasive category while 48 percent cite behaviors in the ambiguous category.

When management displays abusive or abrasive behavior, employees naturally want to avoid a confrontation, so they stay quiet. However, since employees need direction and guidelines, when

management offers unclear information, employees develop suspicions, the study shows.

Managers don't use fear as a positive motivator. Forty percent of respondents were managers. All of them, except for one, said they do not use fear to motivate their workforce.

Ryan says fear will work as a positive motivator but only if you want people to work at a basic level, you can't expect them to be empowered.

The study did not offer an easy way to eliminate a climate of fear in the workplace. It did reveal companies which emphasized total quality management and employee empowerment have experienced success in reducing fear.

## Paperless Offices

We were told years ago with computers becoming so common, it would soon be unnecessary for offices to keep records on paper. In-baskets, carbon copies and filing cabinets were supposed to become obsolete.

Yet this remains to be seen. Offices actually generate more paper now than ever, say computer and office management consultants in a recent article in *Crain's Chicago Business*.

What's preventing the switch? People still need and want paper—they want information on a tangible medium. Office workers feel more secure having a paper copy—rather than storing the information solely in a computer. Storing copies of computer files on paper is a backup in case the computer fails. Offices still need paper reports to hand to clients and to give to those who don't have access to your computer. Offices have also been less willing to give up paper because paper is portable and it requires no electricity—unlike computers.

The dream is not dead though. People are still attracted to the idea

of a paperless office. Future entry-level employees will have worked on computers in school and they will be less psychologically attached to paper.

There is also the environmental issue. With the push towards saving our planet, there may be an urgency to improve technology to make a paperless office reality.


## Sports Apparel: The Clothes of the '90s

Americans spend more than twice as much for their athletic clothing as they do for their sneakers. In 1990, the U.S. sports apparel market reached a record \$27.4 billion, while the athletic footwear sales hit \$11.3 billion. That's the result of a recent study by the Sporting Goods Manufacturers Association, (SGMA).

According to SGMA, cash registers across the U.S. would have been busier recording sports apparel sales, had it not been for the recession. While there was an increase in retail dollar sales (+6 percent), retail unit sales were down (-1 percent).

Despite the economy, there are two good signs: Consumers are favoring licensed apparel products and they continue to workout. They will need clothes to workout.

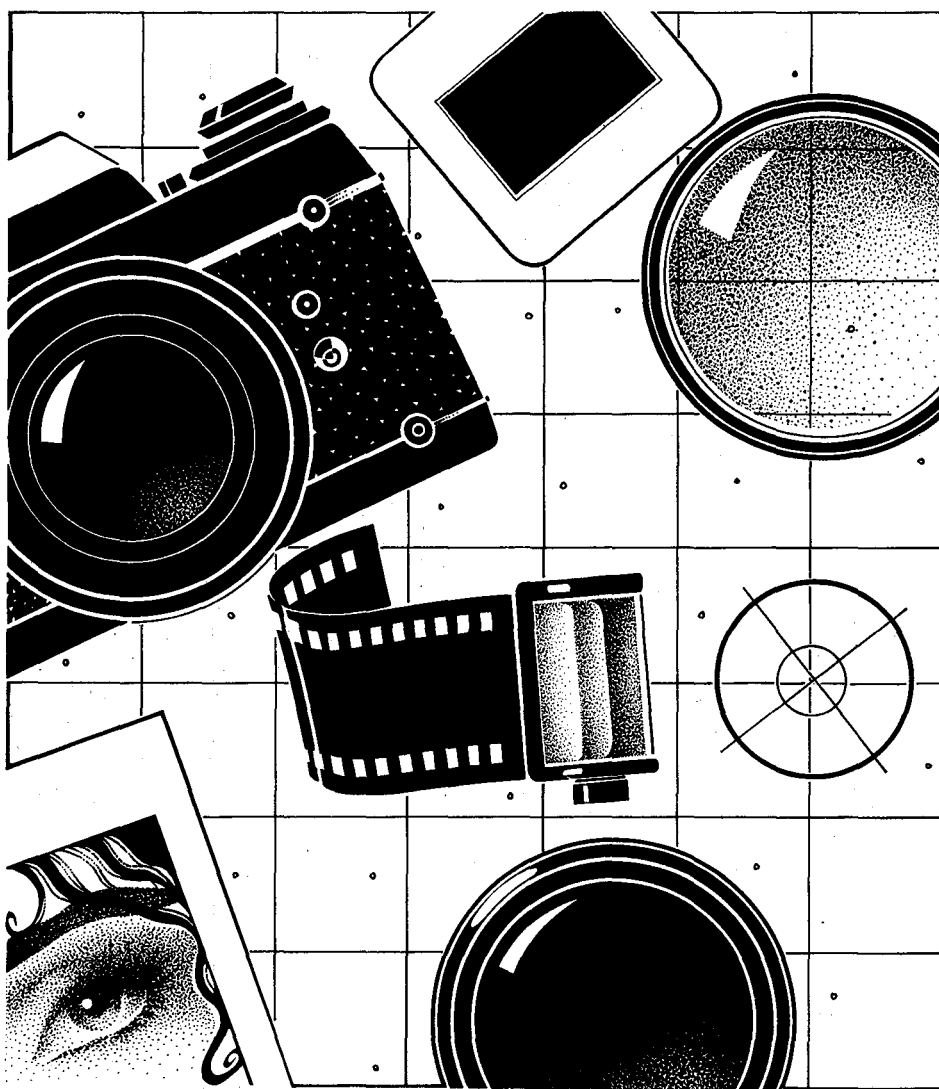
The main reason for the decline in unit sales was the children's market, where unit sales fell by nearly 4 percent. Unit sales in the adult market exhibited no growth. The credit for the 6 percent increase in dollar sales can be attributed to all three major categories—men (+4 percent), women (+8 percent) and children (+6 percent).

The most popular location for sports apparel purchases was the discount store which accounted for 26 percent of the sales. Department stores accounted for 21 percent of sales; chain stores, 14 percent; and sporting goods stores, 11 percent. 

# ES&R As A Benefit: The Employee's Perspective

*ES&R managers should solicit employees' perspectives on the ES&R program to be sure what is presented is what employees perceive.*

*by Cynthia M. Helson, editor*



**I**t's so natural to look at situations from a single view—our own—that oftentimes we may get so comfortable that we don't solicit other's perspectives. If any of us are suffering from tunnel vision, we need to expose ourselves to different views.

This is especially true for ES&R managers who are organizing a vast array of programs for a diverse workforce in an ever-changing society. The success of an ES&R program is too intangible to calculate. More research needs to be done to define variables to equate success. Therefore, just as a scientist would take measurements from a variety of angles to be sure they all agree, ES&R managers must use a variety of tools to evaluate their programs. In addition to recording discount ticket sales, taking a needs assessment survey and keeping track of program attendance, ES&R managers need to collect different perspectives of the program. They need to take occasional 'readings' from management, colleagues and employees. ES&R managers should go on a quest to ask people inside and outside the organization how they perceive the ES&R program.

Management will often convey its perception by the way it participates in the program and how it cooperates with event planning. Be careful not to assume management's perspective. It can be easy for you to make the wrong assumptions. It's important to develop a system of feedback in which you can ask management what it thinks of the ES&R program.

It's also important for ES&R managers to compare their program to those of colleagues on an apple-to-apple basis. Ask colleagues if they think your program is operating at its full potential? Then, ask them to describe the image of your program and its value.

Above all, ES&R managers must be concerned with discovering how employees perceive the ES&R program. Employees are the reason for the program. They are the lifeblood of your organization. How they perceive the program is a determining factor of the program's success and a justification tool for the program's expansion and continuance. Recording employees' perceptions of the program may also provide an indication of the level of employee morale and the employees' company spirit. Remember, the ES&R program is an employee service, therefore, it's important to collect perspectives from employees at all levels and from participants and nonparticipants. Ask them to think of the program in general and to formulate a perception of the whole program.

NESRA sent some NESRA member companies on a mission to poll a number of employees from different levels about their ES&R program. We asked them tell us if the ES&R program is a benefit or a perk, to describe the value of the ES&R program, to describe how offering this program affects their image of the company, to list their favorite programs, and to describe their perspective of the ES&R manager.

## The Value of A Benefit

Over half of the respondents describe ES&R programs as a benefit rather than a perk. Employees say ES&R programs are more than something 'nice' to have around. ES&R programs are "vehicles which boost employee morale causing employees to be productive," says one employee. Many employees consider the ES&R program a benefit given to them in exchange for their hard work. ES&R programs—wellness programs, educational opportunities, discount programs and much more—are an employee service, often stemming from the human resources department. They are basic services applicable to employees of all levels. They are much more than a perk—they link the relationship between employees and management. As employees give their best efforts, management shows it cares for employees as people, not just as workers.

Employees believe ES&R programs are a value to them and the company. One employee of a large company says, "The value of the ES&R program is that it does it all. It saves me time and money (Christmas photos are done right here and at a reasonable price). I can count on certain events to share with my family." Another employee says ES&R programs help build a stronger relationship among employees. He says, "They foster trust-building and employee relationships while offering community outreach, education, company public relations and merchandise discounts." Besides the family and community activities, employees site the employee store as a value: "Anything that saves me from running around to various department stores, saves me time and money," says one working mother. ES&R programs don't only save time, they also make time: "It plans for you to do the things you always wanted to do, but you never got to it," says one employee. In some cases, the ES&R program has given employees the opportunity to realize their dreams. That's an intangible value.

## Perception of the Company

When asked, "Does the existence of an ES&R program affect how you feel about the company?" employees responded with an overwhelming "YES." All employees polled said offering these programs causes them to feel good about their company. These programs "bring about positive feelings of a concerned company with interests in employees' needs," says one employee of a large East Coast corporation. One woman compares her present employer to her past employer: "Having worked for another company that did not promote employee services and volunteerism, I feel this company really cares about the well-being and morale of all employees, no matter

what their job level is." Another employee says, "The ES&R program definitely enhances the work experience."

ES&R programs have become a benefit companies can't afford to lose. Discontinuing an ES&R program would harm employee morale and could damage a company's reputation. One employee says, "If the company were to 'pull' the employee services program, it would diminish the spirit of its body of employees." Another employee says, "I feel the company would be viewed as forgetting how important their human resources are." All but one apathetic respondent said discontinuing this program would have a negative impact on their company spirit. However, one employee went as far to say, "It would be inconsiderate and shameful of the company." Another employee thought cancelling the program would not make good business sense. She said, "The expression 'penny wise and pound foolish comes to mind.'"

## **Favorite Services**

When asked to describe their favorite employee services, employees responded with a variety of answers. The two most popular services were the employee store and the discount program. Employees receive immediate satisfaction from these offerings. They conveniently purchase a tangible item at a savings. Employees also enjoy "sharing their talents" with those in the community by participating in company-sponsored community activities and social outreach programs. Other employees listed sporting events, dinner-theater events, including a Murder Mystery Night, and shopping sprees. Whether they are single parents or members of a dual-career family, many employees like events which involve their families. Family holiday parties and social events are very popular. One employee said, "With small children, the children's Christmas Party brings to life the magical presence of the holiday, etching a memory for all of us!"

## **Perception of the ES&R Manager**

Although employees enjoy themselves at many ES&R activities, they know the job of an ES&R manager is not all fun and games. The majority of employees say ES&R managers are professionals in programming who also like to enjoy themselves. When one woman was asked to describe her company's ES&R department, she said, "They are knowledgeable, organized, courteous, pleasant, helpful, accommodating and fun." Another employee sees her company's volunteer ES&R department as

people with quality human relations skills, "They are very good at pulling people together and helping people at the same time." Employees also recognize it takes a special person to be an ES&R manager. They said these people usually maintain a good balance of business sense and creativity to put together effective programs. No employee said ES&R managers were simply out for "fun and games." In fact, one employee said, "Strictly fun and games people could not do such a good job of organizing and executing programs."

## **Conclusion**

Employees perceive their ES&R program as an earned benefit with substantial value to them, their employer and the community. Employees say the program saves them time, energy and money while giving them a positive feeling about their employer. A company which offers an ES&R program shows management cares for employees as workers and as well-rounded individuals, say employees. The company benefits from this program too. Employees say companies gain positive public relations and a more cohesive workforce. They also say the company contributes to the community when employees participate in outreach programs.

Although employees enjoy social events, educational seminars and a whole variety of programs, they say these programs do more than entertain. These activities help employees balance work and family demands and they give employees opportunities to share their talents and develop new skills.

Judging from employees' responses, companies can't afford to be without an ES&R program. Just as companies expect employees to express concern for the well-being of the company by maintaining quality work performance, employees expect management to convey its concern for employees through offering the ES&R program. If a company were to choose to discontinue the ES&R program, it would also choose to harm the relationship between management and employees and, create negative company public relations. Employees say any company that would do this, would be forgetting the value of its employees.

Employees are valuable to every organization and their perspectives on the ES&R program are especially effective tools for the ES&R manager. ES&R managers should solicit employees' perspectives to be sure ES&R managers are successfully projecting their desired image of the ES&R program. With this information, along with a collection of feedback from management and colleagues, sales and participation reports, and other measuring devices, ES&R managers can evaluate their success.



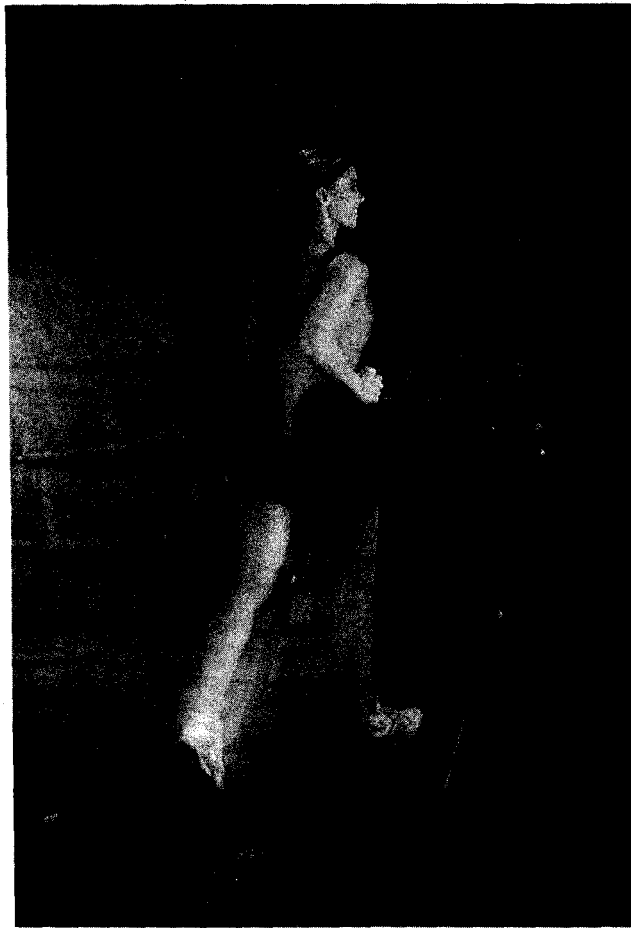
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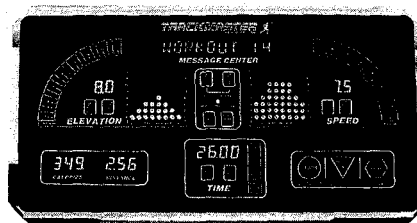
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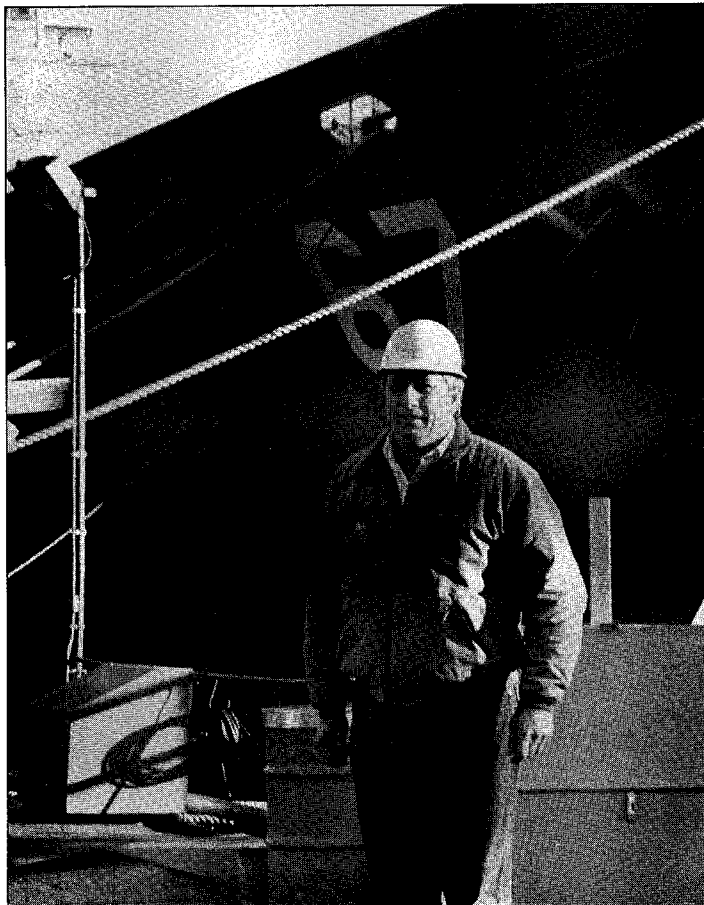
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# Member Success Profile

*Dick Stubbs, RVESRA, serves as the volunteer president of the Bath Iron Works Recreation Association in addition to his paid position as a test engineer in the technical laboratory for Bath Iron Works in Bath, Maine. Here, he describes his commitment to his recreation program and the rewards and pitfalls of serving as a volunteer.*



*Between his regular job and being president of the BIWRA, Stubbs has increased his time management, organization and coordination of work to be able to complete quality projects on time.*

**B**eing a volunteer in the Bath Iron Works Recreation Association (BIWRA) has made my working days very full from a business standpoint.

The number of employees has doubled and the company has expanded to many small off-site facilities in recent years. I try to limit the work I do for the BIWRA during the day to things that can't be done after work. The BIWRA consists of 21

volunteer directors including a president, vice president, secretary and treasurer. The four officers also comprise the budget committee.

All employees and retirees are members of

the BIWRA. Bath Iron Works' (BIW) current workforce of 11,500 has increased the demands on the BIWRA and their directors. I have faithfully tried to balance my daily work and my BIWRA duties to the benefit of both.

I became involved with the BIWRA after being hired by the company and participating in the BIWRA functions. My major in college was mechanical design and I have an associates degree. The basic principles of design lend themselves to any job—production of a quality product at a fair price. After helping at many functions, I was asked to be a Director and eventually elected President of the BIWRA. I have been president for five years.

I selected BIW as my employer for many reasons. Being originally from Maine and desiring the Maine lifestyle led me to an interview with BIW. Out of the 20 companies I interviewed with, I selected BIW based upon the location and type of work I would be doing. I have been employed by BIW for 24 years and six months.

Bath Iron Works Corporation is primarily a shipbuilder and engineering company. We are the leading shipbuilder for the Navy's ARLEIGH BURKE Destroyer Program and we construct Cruisers for the Navy. We also provide Overhaul and Repair Services for Navy Combatants. BIW is currently building AEGIS Destroyers and Cruisers for the U.S. Navy. The company also has contracts with Australia and Taiwan for Shipbuilding Technology Transfer.

I was initially hired as an hourly employee as a laboratory technician in the BIW Technical Laboratory. I have been promoted to a salaried test engineer in the same laboratory. My position requires many complex functions, tests, and decisions be made daily. The complexity of the ships being built or overhauled requires strong support from the Technical Laboratory.

## A Valued Benefit

At BIW, employee services is a company-funded position. The employees perform company functions, as well as assisting the BIWRA programs by selling tickets, typing, distributing information, printing flyers and newsletters and so forth.

The directors of the BIWRA are responsible for the yearly company picnic (ticket sales for the last two years were approximately 4,200 each year), several bus trips (seven trips with a total of 24 buses), a Children's Christmas Party (600 people), monthly roller skating and YMCA skate rentals, a photograph contest with a calendar as the end product, sale of discount ski tickets

*By volunteering, the  
Directors are doing  
a job they want  
to do, not have to do.  
There is a great sense  
of pride in their work,  
with the end product  
being directly related  
to their input.*

and other tickets, and turkey and ham drawings at Thanksgiving and Christmas. The BIWRA also sponsors many teams and organizations.

Employee Services and Recreation for our employees and their families is of inestimable value. Our employees need an outlet for recreation and an opportunity to develop a sense of company family. The BIWRA fulfills that role. The BIWRA's all-volunteer Board of Directors makes it doubly valuable. The hours Directors and their families contribute to run the BIWRA programs allow the money that would have been expended in wages to go into useful programs. By volunteering, the Directors are doing a job they want to do, not have to do. There is a great sense of pride in their work, with the end product

being directly related to their input.

Since I've been at BIW, the BIWRA has expanded its bus trips, roller skating and YMCA rental and all other programs. We started a Christmas Party for children, a ticket rebate system, a ham drawing, a turkey drawing, bus trips to the Boston Flower Show and the Museum of Science and an employees' photograph contest.

The idea for the employee photograph contest and calendar came from the NESRA Conference and Exhibit in Dallas, Texas. I have expanded the idea and turned the appointment style calendar into a calendar of events for the company, credit union and the BIWRA. It has increased participation at our functions by 100 percent or more.

I have also found NESRA a good source of employee discounts. The articles in NESRA's publications are very useful. The National Conference and Exhibit provides members with a wealth of information. There still are many new programs NESRA could start that would be of great value to NESRA's members.

I am most proud of the following accomplishments:

- a) The quality of the BIWRA directors, the BIWRA programs and how the BIWRA is perceived by the company's management and its employees.
- b) The yearly company picnic.
- c) The annual employee photograph contest and calendar.
- d) The family values we promote in our programs.
- e) The expansion of our programs due to a doubling of the number of employees, while still maintaining a volunteer staff of 21 directors.

A statement by Steve Wilson, vice president, human resources for BIW illustrates the company's philosophy

of the value of its employees: "People are our most important resource. As the state's largest private employer, the BIW employee family encompasses in excess of 30,000 people. These people are the key to our success and the economic success of the Mid-Coast Maine Region. The BIWRA is a valuable part of improving employee morale and well-being. We are proud of the accomplishments of the BIWRA and the vital role they play at Bath Iron Works."

## Personal Philosophy

I think planning and organization are important for any program to succeed. I attempt to think through a new program and look for the possible pitfalls prior to attempting it. I have been criticized for being too demanding, but I believe excellence in one's work should be a constant goal.


I am active in the Masonic organization at the state level. I am on the Supervisory Committee at the BIW Employee's Federal Credit Union. I enjoy hunting and fishing, when time permits. I was chairman of the first national reunion of the Descendents of Richard Stubbs of

Hull, Massachusetts after 345 years. I find it difficult to "get away from it all."

## Final Thoughts

Between my regular job and being president of the BIWRA, I have increased my time management, organization and coordination of work to be able to complete quality projects on time. Motivation and work ethics need to be emphasized and improved in today's workplace. This is also true in the ES&R field. It is considerably less of a problem in a volunteer organization compared to a similar paid position.

I believe employee services and recreation in the future will have more of an impact on our daily lives than it does now. There's a lot of room in the ES&R field to expand benefits to the employees, while keeping the overhead cost low.

A good program or organization is only as good as the effort that goes into it. Employees want a quality program at a reasonable price. Subsidizing programs stretches your funds, attracts employee participation and financially commits the employee to the program. Strong programs should be helping ones, not welfare ones. 

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*The companies shown on these two pages have helped make NESRA the association it is today: An association dedicated to enhancing employee quality of life.*

# Alcohol and Recreation— Is It A Good Mix?

*Serving alcohol at company functions can be damaging for the company and its employees. Following guidelines and practicing responsible hosting can reduce the risk associated with serving alcohol.*

*by Pamela J. Huston*



**I**t's customary to serve alcohol at celebrations and other social events. In many cases, alcohol seems to bring out the best and worst in people. Alcohol is a widely accepted drug in our society used by many companies during employee gatherings. But, is it safe to distribute alcohol at a company picnic, holiday party or board meeting?

Companies offer alcohol at summer picnics, retirement parties, holiday parties and birthday celebrations. Alcohol is assumed to ease the spirits, allowing for a relaxed social atmosphere. But, a relaxed atmosphere is not always the case. Attendants at these gatherings often overindulge, causing a not-so-relaxed situation. Most

companies have some type of alcohol policy with guidelines and regulations for the consumption of alcohol on or off company property.

Recently, companies have started to regulate the use of alcohol at company gatherings to reduce alcohol abuse, and more importantly, to decrease liability factors. According to James Malone, manager of recreation and fitness, at S.C. Johnson Wax in Racine, WI, "Employees show a sense of responsibility for themselves because people watch out for their health and safety. People in general are simply more health-conscious." This plays a major role in the acceptance of nonalcoholic social gatherings that are becoming more prominent in the workplace.

## Preventing Abuse

Companies look out for the best interests of their employees by setting guidelines for alcohol use at company functions. By doing so, the company reduces

### How Other Countries Treat Drunk Drivers

- In Australia, the names of offenders are sent to the local newspapers and are printed under the heading "He/She's Drunk and in Jail."
- Malaysians jail drunk drivers; if they are married, the spouse is jailed, too.
- In Norway, offenders get three weeks in jail of hard labor and lose their license for one year. The second offense in five years gets the driver's license revoked for life.
- Finland and Sweden give an automatic one-year jail sentence of hard labor.
- In Costa Rica, the police remove the license plates from the offender's car.
- In Turkey, the police take drunk drivers 20 miles from town and make them walk back under escort.
- The second drunk driving conviction in Bulgaria results in execution.

*Source: Take Charge of Your Life, a publication of Xerox Corp., October-December, 1986.*

## Alcohol Effects

### Number of drinks and alcohol effects

- 1 Relaxation, elevated mood, loss of inhibition.
- 2 Significant loss of inhibition and muscle coordination.
- 3 Loss of judgement; impaired balance, speech and hearing.
- 4 Significant loss of judgement; serious impairment of balance and senses.
- 5 Slurred speech, blurred vision, loss of muscle control.
- 10 Severe intoxication, stupor.
- 15 Unconscious, life-threatening.
- 20+ Death.

*Reprinted with permission from Take Charge of Your Life, a publication of Xerox Corp., October-December, 1986.*

the chance of injuries or accidents. Among the companies interviewed for this article, there seemed to be a few common guidelines. These include serving food in conjunction with alcohol, offering a designated driver, serving attractive nonalcoholic drinks and limiting the time that alcohol is served.

According to Malone, Johnson Wax offers a designated driver when alcohol is being served. Licensed and experienced bartenders are hired to take some of the responsibility off of the employer, and a medical staff person is on-site in case of an emergency.

Some companies such as Texas Instruments (TI), based in Dallas, TX, have taken a stronger approach by banning alcohol on TI property. At gatherings off-site, only beer is offered. TI policy states a social gathering must have a "responsibility person;" this reduces TI's liability. For example, a summer picnic would be organized by a single person, possibly a department manager, not by TI as a whole organization.

Robert Reed, director of retirement communications, for Northwest Airlines, in St. Paul, MN, stated their company tries to refrain from serving alcohol at company activities but, as with TI, a specific department or union organizes the event. Again, this reduces the company's liability exposure. Most companies have strict policies

regarding serving alcohol to ensure their employees' safety.

## Related Lawsuits

Serving alcohol at company gatherings can be detrimental to the employee, but also to the company. An increasing amount of lawsuits are being brought against companies by intoxicated employees who have been involved in accidents. For example, an employee attended a retirement party during company hours at a local bar where alcohol was being served and, after leaving the workplace, was injured in an auto accident. This employee sued the company for negligence. When a company offers alcohol at a social gathering, it risks a lawsuit. Even if the company takes all precautions necessary for a safe event, lawsuits may still arise.

In *Meany v. Newell, 1985*, a woman injured in an automobile accident sued the employer of the person who caused the accident. The employer was serving alcohol at a Christmas party during normal working hours—a party which the employee was expected to attend. The original judgement was in favor of the employer but was later reversed, holding that negligence could be brought against the employer because alcohol was provided to employees while on the job.

In a similar alcohol-related case, a suit was brought against Healthdyne, Inc. in *Healthdyne, Inc. v. Odom*, when Odom was involved in a car accident after leaving a business gathering at a restaurant in a company car. The court ruled in favor of the employer based on the fact that Odom was on his way home from work and was not within the scope of his employment.

A decision by the Supreme Court of Arkansas in 1988, favored the employer in *Rone v. H.R. Hospitality*. In this case, two employees were riding home together and were involved in an accident after a company party which involved alcohol. The co-employee sued the employer for negligence. The court held the accident was the result of the employee's own consumption, not the company's act in furnishing the alcohol.

According to *Employee Services Management*, February 1987, "A motorcyclist was struck by an intoxicated employee leaving a company-sponsored party where the order to the bartender was 'keep the glasses filled.' The employee admitted having approximately 15 drinks in a 3-1/2 hour period. In this particular case of *Dickinson v. Edwards*, the Washington Supreme Court

## *Serving alcohol*

*at company*

*gatherings*

*can be detrimental*

*to the employee,*

*but also*

*to the company.*

ruled the employer could be held responsible for supplying alcohol to an obviously intoxicated person and because the employee was within the scope of his employment and was expected to return to work."<sup>1</sup>

The company can take many precautions to reduce liability in similar cases by establishing guidelines for serving alcohol.

## Company Guidelines

Companies must provide guidelines when hosting an employee gathering to ensure safety.

Companies such as Motorola, M. D. Anderson Cancer Center, Northwest Airlines, Texas Instruments and Xerox offer extensive guidelines for

hosting parties with alcohol. Motorola offers suggestions for responsible hosting in the *Motorola Recreation Manual*, published by NESRA. These suggestions include having a committee member monitor all activities especially the serving of alcohol. When hors d'oeuvres are being served, they should be presented before the first drink is served and be served continually while alcohol is present. To reduce legal liability, Motorolans are prohibited from serving alcoholic beverages at their functions. Instead, a professional bartender serves the alcohol.

The M. D. Anderson Cancer Center of the University of Texas states in its guidelines:

- 1.) All reasonable steps will be taken to prevent serving alcohol to minors;
- 2.) All reasonable steps will be taken to regulate serving alcohol to intoxicated persons;
- 3.) Nonalcoholic beverages will be provided at all events and food will be provided where possible; and
- 4.) Alternative transportation will be provided for any participants who appear or admit to being in an unsafe condition to drive.

Alcohol is not permitted on any M. D. Anderson Cancer Center property from 8 a.m. to 5 p.m. Monday through Friday and is not served for more than a three-hour period during any event.

At Texas Instruments, alcohol is not permitted on company property and only beer is provided off-site. When a party is offered off-site, it is usually organized by one person, usually a department head. This relieves the company of some liability.

Northwest Airlines rarely serves alcohol at gatherings. All meetings involving company employees are alcohol-

free. Each department or the union is responsible for hosting its own party. When alcohol is served, the serving time is limited. Northwest Airline's alcohol policies concentrate on treating dependent employees.

Xerox's guidelines are similar to the others. It states, "If lunch or dinner is not being provided when alcohol is being served, then other light foods or hors d'oeuvres should be made available. Nonalcoholic beverages should be highly available and alcohol serving should be limited to one hour before a business meeting or dinner."

## Conclusion

The above guidelines allow companies to increase the safety and reduce the risk of liability at company-sponsored events.

It's important for each company to develop alcohol guidelines which should be followed when planning parties and which should offer consistency when serving alcohol. As a starting point, you can gather examples from other companies with similar programs. When developing your company's guidelines, be specific. Establish alcohol guidelines for on- and off-site events. Designate alcohol servers and who can provide approval for serving alcohol at an event. As always, avoid serving alcohol to minors. Following guidelines will reduce the company's exposure to liability and, most importantly, will keep your employees safe.

---

*Pamela Huston is a Central Michigan University student serving a recreation internship with the Michigan chapter of NESRA, the Michigan Employee Services and Recreation Association, (MESRA).*

## ENDNOTES

1. David A. Youngerman, "Host Employer Liability: Alcohol-Caused Accidents," *EMPLOYEE SERVICES MANAGEMENT*, February, 1987, Vol. 30 No.1, pp. 29-30.

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# Fitness and Fun Around the Holidays

Keep employees fit year-round by linking fitness with the oh-so-tempting holidays.

*by William J. Erkes, III,  
CESRA*

**H**ow can we help our employees fend off the holiday blues and build self-control so they can "just say no" to fruitcake? Provide them with fun, healthy and most of all, meaningful activities. Contrary to conventional wisdom, holidays don't necessarily mean lower attendance for events. Use the holidays as the groundwork around which you gear a variety of

programs that appeal to a range of people.

To target stress management at Christmastime, for instance, we get employees walking away their blues and setting new, good health habits before the cookies and candies tempt them to indulge. From September 3 to December 12, the Greenville, SC, Fluor Daniel office holds a 101-day walk/run. During this time, employees walk or run at least 100 miles to earn a T-shirt. To make the program more interesting, we allow them to choose a city as their make-believe destination. In the 101 days, they can walk or run 100 miles (which would get them to Charlotte, NC), 150 miles (Atlanta, GA), 213 miles (Charleston, SC), and so on, up to 614 miles (Cocoa Beach, FL). Employees pay \$5 to participate. This "buy-in" helps keep employees committed to reaching their goals while offsetting costs of the program.

Near completion of the walk/run program in December, we offer a variety of seminars addressing problems associated with the holidays. We target stress management, nutrition and weight control to help employees reduce tension and avoid holiday overeating.

## Happy New Year

Resolutions come with New

Year's Day, but employees often lose their resolve after only two weeks. Our walk/run program lasts long enough for many employees to get into the habit of walking or running everyday. That habit continues into the new year, which leads to a healthier lifestyle.

For those who let their exercise program slide or who haven't yet formed good habits, we offer programs designed to commit employees to their resolutions.

Our fitness expert sets special goals-oriented programs to help employees get back on a regular program of exercise after the holidays. We also feature seminars to educate them about the undesirable highs and lows created by a holiday "sugar diet."

## February Fitness Fun

In February, Valentine's Day is a perfect link with heart-strengthening activities. Besides promoting aerobics programs, we provide fitness testing, blood pressure screening, health-risk appraisals and seasonal goal-setting.

Our smoking cessation classes make a big hit year-round. We haven't in the past, but perhaps we ought to promote these classes more in February. Tests have revealed that quitting smoking reduces the risk of heart disease.

## Easter Time

Many employees leave town for Easter, but the weeks before and after Easter offer an excellent time to plan family events. At an Easter Egg Hunt, you'll always get the youngsters running, stretching and searching for Easter eggs. As long as you have the family's participation, why not schedule events for older

children and adults as well? April's temperate weather cries out for sports such as tennis, softball, badminton and volleyball, all of which create opportunities for mixed groups to mingle and have fun, often without realizing they are exercising.

## Love Your Mother

Mother's Day ties in with cancer screening and education. In addition, you may want to stress other programs that appeal primarily to women. Consider self-defense classes, travel movies and shopping trips, but be sure you don't alienate the men from any of these activities.

Why not stretch the theme at Mother's Day to have a "Mother Earth" celebration? Employees can gather to clean up a nearby highway. While getting Vitamin D and exercise, they'll be helping the environment.

## Family Fun on Father's Day

One of our favorite activities is a family fishing day at Fluor Daniel.

We are fortunate to have several stocked ponds on the campus, but fishing is not allowed most of the year. For our fishing tournament, however, all restrictions are dropped. We invite the children of employees, and no one can decide who has more fun, the children or the employees. Sun, fish and prizes all add up to some quality time spent among families. For many children, our tournament is the first time they've ever reeled in a fish, and we bet they're hooked for life from then on.

The fishing season here in South Carolina hits a little earlier than Father's Day, but in many other areas of the country, this holiday would be the perfect one around which to build a tournament of this kind.

## Labor Day Kick-Off

While Labor Day signifies the official end of summer, often punctuated by company picnics, it can also designate the beginning of many fun-filled employee activities that require too much exertion to be pleasant during summer months. We kick-off our walk/run event after Labor Day, and that trots us right back to Christmastime.

## The Happy Medium

One of the things I personally stress is that healthy employees maintain a balance among three major elements: Mental, spiritual and physical.

An employee who works out everyday may be fit physically, but if s/he doesn't spend time with his/her family, s/he is not well balanced. Consider the person who puts in long hours at work and then goes straight home to bed. S/he may get ahead in the job, but s/he hasn't found the necessary balance needed to maintain emotional and physical health. Equally, a deeply religious person who devotes his/her life to the church and community but doesn't spend any time developing his/her own mental well-being needs to balance these elements better.

In all the activities we plan for Fluor Daniel, we keep these three elements, mental, spiritual and physical, in mind, year-round.

---

*William J. Erkes, III, CESRA, is the manager of employee activities for Fluor Daniel in Greenville, South Carolina.*



**T**he employee store may be in a better position today than ever before to compete in an increasingly competitive retail market. By paying attention and implementing the secrets of today's best discount retailers, the employee store can be more than a benefit to the employee—it can be a BENEFIT to the consumer/employee.

# Competing With Discount Stores

More than competition, the popularity of the discount store signals you can

capture a significant market share if you understand what drives today's consumers. The reasons for the success of the discount store (and make no mistake this form of retailing is incredibly successful—more Americans shop in discount stores than any other single form of retail store) are clear and hold the secret to becoming successful.

Offering discounted prices is not enough. You must offer employees "value" and convenience.

## Offer Value, Quality and Convenience

*by Richard Feinberg, Ph.D.*

Consumers want products worth the money they pay. Value does not necessarily mean cheap, although in some cases it does. Value means if I pay \$30 for something I feel, in my mind, it's worth \$30. Research at the Purdue Retail Institute, in West LaFayette, Indiana, shows as consumers' incomes fall short of expectations, "value" becomes more important. That is why consumers are attracted to the low-priced brand-name products discount stores offer. The brand names mean the best or known quality, the low prices mean value. For example, a leading discount store's commitment to low prices everyday means the consumer does not have to search the ads or the stores, or be in the store to participate

in the impromptu in-store sale. It means each and every visit to this store, will save consumers time and effort, and they trust and know the store has kept its promise. How do you convince your employees/consumers what you are selling has "value" when they can get the same thing or a better brand name at a lower price at a discount store closer to their home or on the way home from work? The answer is, you can't. If you are selling the same products and services at a higher price than the discount stores, you will lose. Sell lower, sell different products or sell a benefit the discounter cannot sell.

Consumers want products that last. Consumers want products that taste good. Consumers want products that work. Consumers will simply not put up with poorly-made products. You must choose manufacturers who can give you quality products at the right price. Make certain you have quality products by guaranteeing them. Take the risk out of the purchase. If the product does not meet the expectations of the consumer, take it back. Such guarantees force you to stock only products that will meet or exceed consumer expectations.

Consumers suffer from "time poverty." Your company is full of dual-career families—of single parents—of people who do not have time. Put products in your employee store which appeal to them. For example, the average consumer/family eats out over three times per week and serves prepared foods most other times. Do you have prepared foods individuals can take home from work and serve for dinner at a price comparable to the fast-food places but of better taste and quality? Are you forcing your employees to stop at the convenience store for milk and, since they have to stop there anyway, pick up the other items they need? Why don't you have convenience items?

The items which define convenience for your employees depend upon the specifics of your situation. The discount store serves convenience by having the products people want when they want them. Ask your employees/consumers what they want. Do market research. Put cards in pay envelopes asking what products and services you can provide which will serve their need to save time. Time is a powerful marketing tool.

Those suffering from time poverty do not tolerate long check-out lines. Also avoid out-of-stock conditions. Employees should know exactly what to expect when they come in and where to find it. The moment they expect to find something and take the time to come in and not find it, is the time your store becomes the last store considered the next time they want something and must decide where to get it.

## Lower Costs

Discount stores are profitable because they keep costs low. Every percent of expense which can be cut is profit for you and/or lower costs to your consumers. You must know what your costs are. You must take every opportunity to lower them. Employees are exceptional sources of information on how to cut costs.

One of the keys to keeping costs down is to control inventory. Only have items that sell quickly. You must have systems to watch how quickly your items "turn" or sell. Keep those items that sell and discount drastically for a clearout and avoid stocking items that sell slowly.

## Conduct Research

The key to knowing your consumers and giving them what they want is to talk with them. You must assess the gap between your consumers' expectations of your

store and what they are receiving. That gap is your opportunity to deliver products and services which cannot be matched by any store or discounter. Until you discover and uncover that gap, you cannot become competitive. Surveys of your employees/consumers are certainly effective ways to get the consumer's view. Use focus groups in which panels of consumers regularly discuss with you the consumers' point of view. Local university business/retail/marketing classes are other inexpensive sources of advice.

Promote long-term consumer loyalty. Keep them informed of what you have. Design frequent-buyer programs. Develop special programs and credit arrangements. Give them a reason to come to you and not to any of the competition. Promote employee loyalty by building a special relationship with employees. For example, find out the birthdays and anniversaries of family members and market cakes for the employees to take home. Send employees reminders of the birthday and a reminder of the availability of the cakes. Tap into the creativity of your staff and consumers by creatively building special relationships.

## Empower Your Staff


If you were to ask your employees, "Who is number one?" what would they respond? If they do not say, "The Consumer," you have a problem. It is your responsibility to make your staff understand the store's business is to serve the consumer—the consumer is the key to the success of the store. Everything you, the store manager, do, should focus and revolve around the consumer. You are in business to serve your consumers: You serve them by serving your employees who serve consumers. Poorly served employees serve the consumer poorly.

This vision starts with you.

Employees must hear you say the consumer is number one. More than that, they must see you behave as if the consumer is number one.

Your staff members are partners in your business. Without the help of these partners, you cannot compete. Make your staff true partners by empowering them. Keep them apprised of daily sales and how they are responsible for their portion of it. Keep them aware of the costs of doing business and ask them how these costs can be reduced. Use their suggestions. Reward their suggestions.

## Conclusion

You must give the consumer a reason to come to your store and that reason must be better than the competition. Let me ask you a question. It is 3 p.m. and you have to have your report in my hands by noon tomorrow—and you know the report is very important to me and to you. What do you do? Your choice is to send it U.S. Postal Service Express or Federal Express. Federal Express costs twice as much but in reality, both have an equal chance of getting there on time the next day. Ninety-nine percent of consumers we surveyed would pick Federal Express and would pay twice the amount. The reason is Federal Express has created in the minds of consumers, a benefit which consumers will pay twice what they need to pay for. Become the Federal Express of what you sell. Create that benefit in the minds of consumers. The successful store gives consumers a compelling reason to shop there. Just giving an equivalent reason may not be good enough. Why should the employee/consumer shop in your store? 

---

*Richard Feinberg, Ph.D. is a professor of consumer sciences and retailing at the Purdue University Retail Institute in West Lafayette, Indiana.*

A few weeks leave without pay after a working woman has a baby—a few weeks leave without pay when an employee's child is hospitalized with a serious ailment, or if an employee's spouse has a heart attack.

Doesn't sound like such a bad idea, does it? Unfortunately, that's not what we're talking about when we discuss the Family and Medical Leave Act of 1991, now being considered by

Congress.

The legislation under consideration would require all employers with 50 or more workers to provide 12 weeks of unpaid leave every two years to employees for a variety of reasons. The employee, who does not have to give any notice when s/he plans to take the leave, is entitled to return to the same job s/he left, or to one similar in all respects. Nor is the employee on leave required to give any advance notice of when (or if) s/he plans to return to work. Payment for health benefits must be continued by the company during the employee's absence just as if the employee were still on the job.

United States Senator Christopher Dodd (D-CT) and Congresswoman Marge Roukema (R-NJ), who have tried unsuccessfully to pass this bill for six years, say the legislation is necessary to help American families deal with emergency situations without fear of losing their jobs. The problem is that under the legislation, employees can take job-guaranteed leave for a wide variety of nonemergency situations as well, which may not necessarily be for parental purposes.

Few would argue with providing new mothers leave after they give birth—and almost all companies do this already—frequently on a paid basis. It's important to note that federal law, under the Pregnancy

Discrimination Act of 1978, requires all employers to treat pregnancy as they would any other short-term disability. The leave mandated under the legislation is not maternity leave, but "parental and medical" leave.

One of the biggest concerns the business community has with the legislation is the broad definition of "serious illness" for medical leaves. Any ailment from a headache to acne would qualify as reason to take leave. And this would not only apply to the employee's condition, but to the condition of a spouse, child or parent. Further, the legislation would permit medical leave to be taken on an intermittent basis, perhaps one day a week for an entire year.

The greatest objection shared by small and large companies is that mandating this particular benefit is unnecessary and will probably cost employees other benefits they consider more valuable than unpaid leave.

In a business environment where the pool of qualified workers is becoming increasingly smaller, companies of all sizes know they must make every effort to keep their good employees and recruit new talent. Providing just the right mix of benefits is a key component in this effort. In addition to employee preference, geographic location, workforce composition, size of business, industry standards and type of business (e.g., seasonal) are just a few of the factors that go into determining benefits packages. Requiring or mandating benefits inhibits employers' ability to put together the benefits package that most closely reflects what a particular workforce desires. Instead of meeting workers' benefit priorities, employers must meet the government's benefit priorities.

America's small businesses would be harmed most if this legislation were to become law. The small

## Parental Leave

Good Policy, Bad Mandate

by Diane J. Generous, Esq.

business sector typically generates about 2/3 of all new jobs created and typically hires large numbers of women who value the flexibility of small business operations in particular.

What is puzzling to many who have been close to this legislation for a number of years is why, when most polls and surveys indicate employers are already providing the kind of leave their workers find most useful, is Congress continuing to push for passage of the legislation? On their own, many companies have family-friendly practices that go way beyond unpaid leave—including flexible work scheduling, part-time work, job sharing, childcare assistance and paid leaves. The U. S. Small Business Administration found in a recent study 74-90 percent of companies of all sizes provide leaves which can be used for family and medical purposes.

Lobbying groups and elected officials supporting the bill claim America is out of step with the rest of the industrialized world because it does not have parental leave requirements. Nor does this country have the high tax rates prevalent in European and Scandinavian countries where the government ultimately absorbs most of the costs of requiring businesses to provide extensive leave periods. Do we really want to pattern our workplace after the European model when Europe created only five million jobs between 1980 and 1989 and the United States generated over 18 million? (This slack economic growth tax rate has caused many European countries to reexamine the myriad governmental requirements currently placed on business.)

Supporters have also cited the lack of any ill effects on business in states that have enacted their own mandated leave laws. None of the states most often cited, Minnesota, Oregon, Rhode Island and Wisconsin, have laws even approaching the scope of the legislation Congress is considering.

It's like comparing apples and oranges.


Cost estimates of this legislation have literally been all over the map, but suffice it to say no one really knows how many people will use this leave or how long the leaves will be, thus making accurate estimates impossible. Further, it is almost impossible to estimate the costs of lost productivity due to absences of employees on leave, but many business people believe there will be some cost. At a time when many employers are finding it difficult to stay in business and remain competitive, increased costs from a government-imposed mandate are most unwelcome.

One look at the benefits picture of today compared with 10 years ago reveals tremendous developments, with more emphasis on flexibility for employee and employer alike. There is a clear and growing preference for flexible benefit programs, now provided by over 60 percent of all large firms. Over 1/2 of businesses offer flexible work scheduling and almost 2/3 of employers provide childcare assistance, ranging from dependent care spending accounts to employer-sponsored daycare centers (Source: Hewitt Associates, 1990). Such benefits reflect employers' desire to meet the benefit priorities of working parents.

Last year in the 101st Congress, this legislation was passed and then vetoed by President Bush, who believes companies should make every effort to provide leaves for their employees in appropriate situations. The President is firmly opposed to an across-the-board mandate which assumes the benefit needs of all employees are identical and which tends to burden small businesses disproportionately. Congress is considering substantially the same legislation as President Bush vetoed last year and once again, the President is expected to veto the bill if passed. It is worth noting that while Congress is willing to dictate

benefits to American employees, it routinely excludes itself from this as well as other mandated requirements.

## Conclusion

Benefit mandates would simply stifle the growth of more innovative and workforce-specific benefits. For six years proponents from interest groups and Congress have tried to convince the American public they need this legislation, but over those same six years, employee satisfaction with benefits has grown to 70 percent. To quote an old saying, "If it ain't broke, don't fix it." 

*Diane Generous, lawyer, is currently senior associate director, employee relations at the National Association of Manufacturers in Washington, D.C. She has been active in the mandated leave debate ever since initial introduction of the legislation six years ago.*

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Some of the best opportunities to slip back to a more romantic and gracious time avail themselves in Ireland. For the travel group, Ireland has long been a sophisticated destination that allows the traveler to turn back the clock several centuries while offering thoroughly modern amenities. Because of this winning combination, group travel planners

# Ireland: European Appeal With a Contemporary Focus

are finding Ireland

the perfect locale for the current business environment. Today

these professionals are called upon to deliver luxury travel experiences within highly scrutinized budgets. As a result, there is unprecedented competition within the United States and among nations abroad for those precious travel dollars. Few countries have been more aggressive than Ireland in drawing travel group business. In the few years Ireland has pursued groups, the country has become a top choice for travel groups from Europe and the U.S.

As a destination, Ireland has a great reputation because it has so much to offer. Gone is the impression that Ireland is no more than thatched cottages with antiquated amenities. Travel planners regard Ireland as an excellent destination, distinguished by a clean environment with natural landscapes, fresh, healthy foods, first-class hotels and quality and value for the travel dollar. With English as its first language and travel time equal to the New York-California route, many East Coast corporate decision-makers choose Ireland, indulging their groups in the rich cultural history of another land. The country is ideal for small, upscale business groups seeking a golf outing and

accommodations on the grounds of a luxurious castle. Larger groups benefit most from touring the land. Add to this the qualities that make Ireland unique: Its famed natural beauty, the friendliness of its people, its exotic, European appeal—all with a contemporary focus.

"Ireland is just right for us," says Rodie Thompson, manager of conferences and events for Avon Products, which held its Division Sales Leaders' meeting there this past June. "Each year our top sales managers expect the most luxurious accommodations and an exciting destination. In previous years, we've gone to Tokyo, Paris and Monte Carlo. This year we rediscovered Ireland and it was perfect."

Joe Bradley, vice president of St. Louis-based Maritz Travel, one of the largest group travel companies in the U.S., says, "For the travel group, Ireland is an excellent choice." He continues, "It helps that the country has so much hands-on experience in tourism. Few countries can boast such an experienced core of ground handlers, hotel staff and other personnel that's needed to ensure a good trip."

Since tourism has always been one of the Republic of Ireland's major industries, an impressive tourism infrastructure has been in place for decades. The Irish Tourist Board, Aer Lingus (the national airline), and the various ground handlers in Ireland are highly respected within the industry worldwide for their professionalism. "Tourism is slated to become our greatest growth industry," says Matt McNulty of the Irish Tourist Board. "Our goal is to offer the traveler every amenity and comfort possible." He says, "Investment in tourist-related projects both from government and public sectors will exceed \$200 million over the next four years."

Ireland is a romantic destination for your travel group.

*by Turlough McConnell*

Ireland offers the group travel planner a host of attractive locations to choose from including some of the world's most luxurious castles and manors, among them Dromoland, Ashford, Luttrellstown, Mount Juliet, and Adare. Leading hotels are renovating, reconstructing, and expanding to meet industry needs. Dublin's prestigious Berkeley Court, Hotel Mont Clare, Jurys and the Towers at Jurys, Westbury, Shelbourne, and the recently opened Hotel Conrad are among those that are prepared to accommodate groups.

Hotels in other regions, such as The Park in Kenmare, Killarney's Great Southern and Hotel Europe offer every possible amenity. "Americans love the charm and simplicity of Ireland," says Lori Cole, New York marketing director of Ireland's Doyle Hotel Group. "But at night, they want to come back to a first-class hotel offering the highest standards." Dublin and its surrounding countryside is an extremely popular locale, offering abundant restaurants, entertainment, and historic attractions, including Dublin Castle and the Book of Kells. The Abbey Theater hosts classic plays of Yeats, O'Casey and others, while the Point Depot provides contemporary musicals from Broadway and London's West-End.

In this historic city, travel group planners can arrange an intimate dinner party for 20 at the famed Abbey Tavern; a formal banquet for 600 in the splendid campus facilities of Trinity College, served by full-liveried students; or a catered affair for as many as 1,200 at the Royal Dublin Society. Last year, Ireland held the presidency of the European Economic Community (EEC). To accommodate state affairs associated with this position, Dublin Castle underwent complete renovation and is among the most sophisticated conference centers in Europe.

A coach ride into the surrounding countryside is highly rewarding. Groups can visit and even stay at

enchancing places like lavish Luttrellstown Castle, located on 560 acres of parkland six miles from Dublin center. It is the only complete estate in Ireland, possibly all of Europe, which is available for exclusive entertainment.

The Kildare Hotel and Country Club at Straffan in County Kildare is another new prime destination featuring an 18-hole championship golf course designed by Arnold Palmer. Just a few miles from Dublin City, these 330 acres of pastures, woodland and streams are bordered by one mile of the River Liffey.


Golf is also very popular in Dublin, as it is throughout Ireland, particularly at Portmarnock, one of Ireland's oldest and most-revered clubs, located minutes from downtown on an island in Dublin Bay.

Creating new golf courses is one of the tourist board's greatest priorities. "Golf is one of the most popular sports for travel groups," says McNulty. "It offers the perfect opportunity to socialize with business colleagues. There is a shortage of international standard golf courses throughout the world, and Ireland aims to fill the void."

Activity is the byword in the Southwest, particularly the splendid lake region of Killarney. Groups can travel by coach or executive rail across the country's network of fine roads. One marvelous way to appreciate Killarney's scenic beauty is by jaunting cars, which are available at local hotels for day trips, to the Gap of Dunloe, where a traditional Irish meal can be had at Kate Kearny's Irish Cottage, followed by local Irish music and step-dancing.

## Conclusion

All over Ireland, developments and improvements are all part of a focused plan to establish the country for North American, European and

Japanese travel groups. Few other places so successfully—and graciously—combine the best traditions of travel and hospitality. 

*Turlough McConnell is a frequent contributor of travel and business-related articles to a number of publications. He also writes for the Irish Tourist Board, a NESRA associate member, in New York, New York.*

## Ireland With Ease

Most travel groups enjoy trips from May through September that include a city and country stay. Here's one suggested itinerary:

### Day 1

Fly to Ireland.

### Day 2-4

Dublin, the capital city. Sightseeing, shopping, cultural activities, dining and entertainment.

### Day 5

Charter exclusive train, luxury coach. Transfer to Galway, Shannon, Killarney or Cork. Have a party, games, storyteller to add extra interest to a beautiful trip through the countryside.

### Day 6-7

Experience the countryside, people, golf and activities. Evenings can be fun-filled with planned events in your hotel, at a local castle or other special location.

### Day 8

Fly home.

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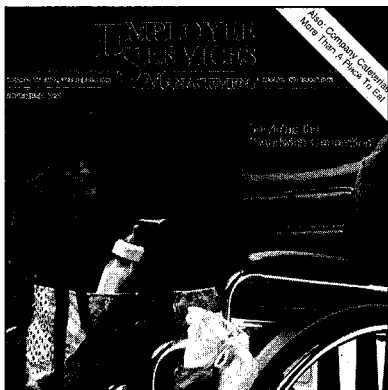
When Tomorrow Comes

"For the past half-century, the amount of leisure time available to Americans has been increasing rapidly and experts are predicting even greater changes—in the amount of leisure time and how we use it—in the next 30 years.

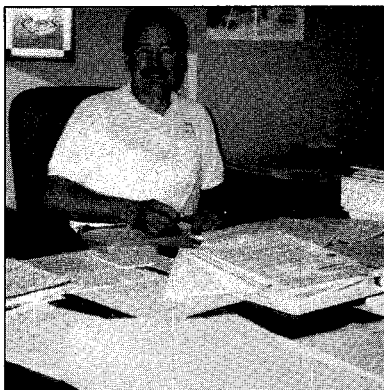
Some of the most interesting and thought-provoking comments are found in a special editorial supplement of "Leisure Today" in the March, 1972 issue of the *Journal of Health, Physical Education and Recreation*:

- By the year 2000, retirement at the age of 38 may be commonplace. Many industries are already encouraging retirement before age 65.
- Normal and healthy life to the ages of 90 and 95 are within the foreseeable future and would create unusual demands for leisure activities.
- Sabbaticals, year-long leave long-accepted in the educational community, may become an industry practice.
- The rearrangement of work time to give greater priority to leisure is already taking place with some organizations testing four-day work weeks and with the growing number of three-day holiday weekends. Other possibilities include working half a year with the other half off. The average American now has nearly 800 hours available annually in terms of vacation and paid holidays.
- Work will become less and less the central goal in life. Once the source of fulfillment and self-identity, work is becoming less significant in these roles. More people see leisure as an opportunity for a "fuller life."
- New leisure occupations will undoubtedly evolve. While the work ethic is changing, people still have a strong urge to be creative and productive in the use of discretionary time.
- Leisure will create unusual (and perhaps impossible!) demands for recreation and on parks. Rapid change and excessive decision-making in today's society are already causing millions to seek positive, temporary escape from an over-stimulating man-made environment. Witness the great surge of popularity in camping, backpacking, hiking and mountain climbing; the tremendous increase in attendance at national parks (198 million people—2/3 of the population will visit national park areas this year...289 million by 1980. By sheer number, people may be deprived of the very experience of solitude they seek).
- Americans' attitudes toward ownership are changing rapidly. So many of the "things" in our life are short-lived and disposable; convenience and use are becoming of greater importance than ownership. Experts predict an accelerated growth in rental business, particularly as it applies to recreation and leisure.
- Time will become the country's greatest new resource. How we use it will affect all of mankind."

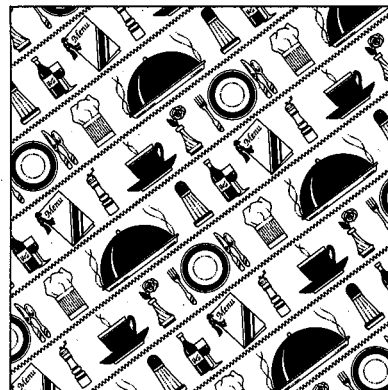
—from *Recreation Management*, April, 1972



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EMPLOYEE SERVICES MANAGEMENT

VOLUME 34, NUMBER 9

NOVEMBER, 1991

FEATURES

Servicing the Sandwich Generation

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by Steve Bloomfield

Many employees today are feeling the crunch of meeting the needs of their dependent children and their elderly and ill parents. This article describes dependent care programs which can be offered to employees.

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Dale Shafer, CESRA, believes it's important to enjoy your job and to work in a friendly environment.

Company Cafeterias: More Than Just A Place To Eat

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by Gail Webb

Company cafeterias not only encourage employee cohesion, but they also offer facilities for on-site social events and community service projects.

Computer Applications in the ES&R Field

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by Cynthia M. Helson, editor

Here are the results of a recent NESRA survey to determine the membership's use of hardware and software.

Inroads on the Nation's Roads

In a recent survey, 80 percent of those polled said they considered traffic congestion a major problem in their cities, reports *Nation's Business*.

Americans lose more than 2 billion hours a year to traffic delays, according to the Federal Highway Administration. It reports that figure could increase to almost 7 billion hours by 2005.

The consensus is that action needs to be taken to alleviate the highways' congestion. Congress and the Bush Administration are setting a new course for federal transportation policy. And, many localities are moving against highway congestion on their own.

Researchers are developing technology that will feed up-to-the-minute information on highway conditions into computers in vehicles. In Orlando, Florida, workers are installing cable conduits for the TravTek System and General Motors will be equipping the cars for this experiment.

Many communities have formalized meeting arrangement places for share-a-ride. Solitary drivers seek other passengers enabling them to drive in the express lanes designated for high-occupancy vehicles.

Mass-transit systems in many cities are covered by federal highway legislation because of the potential for easing the crowded highways.

In California and Virginia, the use of toll roads is being married to a push for private sector involvement. Private companies have approval to build three toll roads in California in partnership with state and local governments. The companies will finance, design, and build the roads, then transfer ownership to the state, lease and operate the roads for up to

35 years where they'll earn a profit from the toll revenues.

Farming Out Work

Many economists say the recession ended this past Spring. If that is true, why are so many people still losing their jobs? Because companies are changing the way they build and use their staffs, says *USA Today*.

Layoffs will continue well into the recovery period. Companies have to manage well and can no longer afford the former paternal, long-term work relationships. Companies will keep an elite permanent staff and during good times will farm-out excess work to subcontractors. When the going gets tough, they'll cut the subcontractors and bring the work back in-house.

NBC is considering disbanding its sales unit and contracting the work to companies that specialize in selling advertising time for stations. NBC would then pay them a commission of 6-10 percent.

This doesn't necessarily mean unemployment will soar much higher than the current 6.8 percent. It means a regular paycheck job is going to become rare. Increasing numbers of people will be employed on a temporary basis as consultants, freelancers, part-timers, commission salespeople, contract workers and executives-for-hire.

As the economy recovers and business improves, people with needed skills and people who are good at selling their services may be able to name their price and terms. This will be especially true for those who work on contract. Or they will be hired as part of the company's core staff.

Others may have to settle for lower-paying, less secure positions. This new job market will take some

getting used to for everyone. Workers will be giving up job-related security so U.S. companies can survive in a competitive global market.

Videoconferencing Requires Etiquette

Interruptions, dramatic body language and other kinds of interesting behavior that are earmarks of successful working meetings do not mix well with videoconferencing technology, according to *Crain's Chicago Business*.

Tips for videoconferencing etiquette include:

- Be super polite—you need to address the person directly to underscore the eye contact, and
- Add patience when you talk which gives people a chance to respond—there is usually a two-second delay in transmission.

The most plausible aspect of videoconferencing is the mute button. When it is on, it makes the conversation an unintelligible murmur. When it isn't on, it can be dangerous, viewers can hear and see everything happening in the room even if they aren't suppose to.

The cameras are usually voice-activated which also means noise-activated. Tapping pencils on the table, bracelets and watches bumping the surface of the table are all magnified by the tabletop microphones. And because the camera is noise-activated it will switch to whomever is making the noise.

The rule of thumb in videoconferencing is to put the comfort of the receiving party ahead of your own. Wear soft colors, wait until after the conference to eat snacks, raise your hand if you need to make a point while someone else

has the mike, and practice moderation.

Early Retirement Offers Hit Blue-Collar Ranks

In the past, employee buy-outs and early retirements were limited to the white collar employees. But now these offerings are being used for all workers, says *The Wall Street Journal*.

As manufacturers need to cut their payrolls to cope with the recession and to reduce their production costs for the long term, early retirements for their hourly workers are becoming a viable solution.

Because of the aging of America's industrial workforce early-retirement programs are more an option today than they were a decade ago. The previous severe recession brought massive layoffs that cut the youngest layer of workers out of the factories and many of them never returned. Today, the average blue-collar worker at General Motors is more than 45 years old and has almost 20 years of seniority.

These buy-outs aren't cheap but they can help soften the bad publicity stemming from corporate downsizing.

Workers Want More Free Time

According to a Gallup Organization poll, most Americans say they don't have enough time to do what they want. The majority of those polled would prefer to change from an eight-hour shift, five days a week; to 10-hour days for four days a week, says *American Demographics* magazine.

This is how Americans said they would spend their additional free time:

- 15 percent would spend it with family,

- 11 percent would relax,
- 9 percent would travel,
- 6 percent would spend time on crafts and hobbies, working around the house and garden, or going back to school,
- 5 percent would spend their free time by working more.

The four-day work week might work if businesses could obtain the productivity and efficiency they want. If it did work, not only would the workers be satisfied; the office could cut its electricity bill at the same time.

Cutting Health Care Expenses

Employers are becoming more innovated towards reducing health expenses, according to *USA Today*. At Texas Utilities a 63-person employee group came up with 16 methods to cut costs. The company adopted the top nine which included, flexible spending accounts, dropping year-end carry-over deductibles, and splitting the savings (up to \$500) with employees for finding an error in a hospital bill.

Nynex pares administration costs by paying Empire Blue Cross/Blue Shield on a per-capita basis rather than a claims-cost. Fidelity Investments encourages employees to put some profit-sharing money into a retiree medical-benefit fund.

Merrill Lynch pays doctors to review other doctors' medical procedure recommendations and Baker Hughes helps stop premium rises by giving \$100 to workers who score high in a wellness check.

Work Related Illnesses

Work-related diseases account for up to 70,000 deaths and 350,000 new illnesses a year, and many more are incorrectly diagnosed or missed, reported the Journal of the American

Medical Association, says *USA Today*.

This is because doctors don't ask about their patients' jobs and the patients don't think to volunteer the information.

Patients are encouraged to tell their doctors if they have a problem during the workday but it goes away at night or on weekends. This won't prove it is due to work but it should trigger your doctor's mind.

Among work-related diseases mentioned: Lung-related cancers in people who work with asbestos; hepatitis among day-care and medical staffs; reproductive impairments in workers exposed to lead and some pesticides.

Even office workers have work-related diseases including: Carpal tunnel syndrome, eye strain, headaches and back problems from working on a computer.

Times Have Changed For MBAs

Just a few years ago, business schools couldn't turn out enough M.B.A.s (Master in Business Administration) to fill the hiring needs of Wall Street, according to *U.S. News & World Report*. Since 1987's Black Monday, some 70,000 employees have been furloughed on Wall Street. M.B.A.s from the top schools use to be able to look forward to six figure compensation on Wall Street. They now are eager to take the \$50,000 to \$60,000 average salaries offered by manufacturing and consumer-product firms.

While the depressing employment situation hasn't altered the applications to business schools for their master's programs, it has altered the goals of the students.

Students are doing their own job searches (recruiting visits to campuses by companies have dropped by 15-20 percent), going after small companies involved in

technology or environmental work. Students are also taking government jobs.

With the most promising job prospects in product management and manufacturing, the business schools are trying to turn out students with more holistic management skills. Most of the schools are also looking for ways to bring the real-world concerns into the classroom. Work-study programs overseas continue to be popular because it gives graduates an edge with multinational companies.

As the marketplace for M.B.A.s changes, the schools are trying to have classes with a more diverse ethnic and intellectual character. American business schools will have to do a better job at adjusting to the new marketplace to keep future students and corporate customers from the competition.

Wrist Injuries Linked To Job

Job-related cases of carpal tunnel syndrome (CTS) may be twice the rate previously thought, according to *USA Today*.

In a study conducted by the University of Washington, Seattle, researchers found 1.7 workers per 1,000 incurred job-related carpal tunnel syndrome. The syndrome is a compression of the median nerve that causes pain, tingling or numbness in the hand and is sometimes severely debilitating.

Workers at risk for CTS according to the study are: Meat and poultry dealers, 24 cases per 1,000 workers; cannery workers, 18; sawmills and logging, 9; fast food workers, 1; higher education, 0.4; and clerical workers, 0.2.

To minimize the risk of carpal tunnel syndrome—keep wrists straight as much as possible; avoid flexed position for long periods; use whole hand and all fingers to grasp objects; reduce speed and force of movement; and rest hands periodically, even from simple, light, repetitive tasks.

Steps to A Healthy Back

Most back problems are related to muscle strength, says The National Exercise for Life Institute. Building strength and flexibility in those muscles, through exercise, makes the difference between a healthy and unhealthy back.

According to Dr. Colonello, who is on the Advisory Board of The National Exercise for Life Institute,

A Commitment to Excellence in Employee Services and Recreation

Founded over 25 years ago, the National Employee Services and Recreation Association (NESRA) Education and Research Foundation, a 501(c)(3) nonprofit organization, is the research arm of NESRA. It was created to equip the employee services and recreation manager or leader with the bottom-line data needed to support employee services and recreation programming.

Current Foundation projects include:

- Funding biannual field surveys delivering data on salaries, budgets and programming trends;
- Reviewing candidates wishing to conduct research which will supply data to members;
- Funding the publishing of a four-book series of texts concentrating on various subjects in employee services.

Contribute to the NESRA Education and Research Foundation and you will contribute to the expansion of the employee services and recreation field:

☐ Yes! I'd like to send a tax-deductible donation to the NESRA Education and Research Foundation! My donation is for the following amount:

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Thank you

an effective program for back fitness should include range of motion, endurance and strengthening exercises. Here are seven simple exercises he recommends:

1. Stretching the hamstrings. With legs straight and feet turned inward, let your arms hang and stretch gradually toward the floor. Keep stretching for about a minute. For greater effect, do the same movement with buttocks pressed against the wall and feet planted eight inches from the wall. Caution: Don't bounce.
2. Strengthening the abdominal wall. Lie on your back with knees bent, arms reaching for your knees. Using your abdominal muscles, curl up, bending your neck first, followed progressively by the upper trunk (don't raise your

entire back from the waist). Grasp the inside of your knees, then slowly curl down. Repeat eight times, working up to three sets of 12 to 15 repetitions.

3. Stretching the erector spinae. Lie on your back and elevate your knees, keeping shins parallel to the floor. With both hands, hold your knees toward your chest while trying to push the knees upward—your legs should not move. Hold the position for 10 seconds. Repeat two or three times.
4. Strengthening the lower back muscles. Lie on your stomach and place hands on your back, palms up. Lift your trunk gently (no higher than a 15-degree angle) and hold for 10 seconds, keeping the chin tucked. Try for three sets of 12 repetitions.
5. Stretching and strengthening

the lateral wall. Stand with arms overhead, grasping your elbows with each hand. Bend slowly at the waist, sideways to the left. At the bottom of the stretch, pull arms apart isometrically (without movement), then relax. Return gently to an upright position, then repeat the movement in the opposite direction. Start with three sets of eight repetitions, and increase to 12 repetitions.

6. Stretching the hip flexor muscles. Lie face-up on the edge of a bed with legs off the bed. Pull the left knee toward your chest; if the right foot lifts off the floor, the right psoas muscle is too tight. Stretch the muscle by reaching the sole of the right foot toward the floor. Maintain the stretch for 30-60

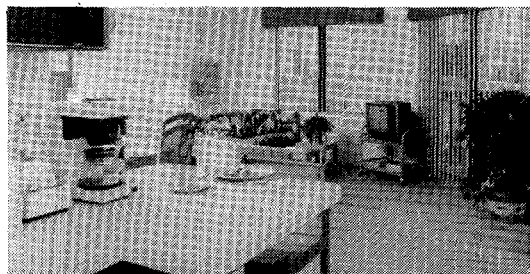


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seconds and do the opposite for the left psoas muscle.

7. Strengthening gluteal muscles. On all fours in a "cat" position, raise the sole of your left foot toward the ceiling, return it to the floor and then raise the right foot. To avoid hyper-extension of the back and neck, flex your back like an angry cat and tuck your chin to your chest. Hold each raise for two to three seconds. Work towards three sets of 12 repetitions.

Double Phone Lines In Hotel Rooms

Hotels are finding messages mean a lot to their guests and they are making it easier for guests to obtain messages, according to *The Wall Street Journal*.

In San Francisco, the Fairmont

Hotel spent \$600,000 to add dual-line speaker phones, modem links and voice mail to its rooms. The Westin Hotel Galleria, Dallas, Texas, put two-line phones in 26 executive rooms. Other hotels have made the phone console the room's nerve center: A touch-sensitive screen adjusts light, temperature and TV.

Voice mail is a big plus for ease and accuracy, especially for foreigners and long-winded callers. With cellular phones, pagers, portable fax machines and computers in rooms, some hotel business centers are losing their appeal.

Workers of the Future

America is on a threshold of an era in which fewer people will enter the workforce and a growing percentage of them will come from such traditionally underutilized groups as

blacks, Hispanics and women, reports *Fortune* magazine.

To prosper in the '90s, companies must concentrate on the three Rs: Recruiting, retraining and retaining high-quality people.

Recruiting: To ensure a large pool of qualified recruits for the future, many businesses and educational institutions are cultivating the next generation of workers now, while many are still in school.

Retraining: Today companies spend roughly \$30 billion a year on employee education. This is only 12 percent of the workforce receiving any formal on-the-job training. Companies will have to do more.

Retaining: The secret to retaining valued employees, most businesses say, is in designing management practices and benefit packages geared to an increasingly diverse workforce.

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Act now! Send the name(s) and address(es) for each person who would like to receive their own copy of ESM and your check for \$20.00 per subscription to NESRA, ATTN: ESM Subscriptions, 2400 S. Downing Avenue, Westchester, IL 60154-5199.

Servicing



the



“Sandwich Generation”

Many employees today are caring for children and elderly parents. Offering dependent care and other family-oriented programs can help employees concentrate more on work and less on family.

by Steve Bloomfield

The workplace of the 1990's is a place of increasing pressure: Pressure to perform; pressure to continuously improve; pressure to meet increasing customer requirements. The workplace of the 1990's finds employees with increasing needs of their customers and their employees while still running a profitable business.

Today's employers are dealing with a workforce where two parents work or with a large number of single parents. These family situations put pressure on the employee to deal with issues that were formerly handled by the spouse who stayed at home or by members of the extended family. Consequently, employers find that meeting the demands of their customers requires a different approach to dealing with their employees.

Fel-Pro, Inc., a maker of gaskets for internal combustion engines, has found that addressing the needs of the members of its "corporate family" yields benefits on the bottom line. We have viewed our employee benefits as a way to help our employees deal with the demands of family life so that they can concentrate on performing their jobs effectively.

The range of our "family friendly" benefits available to employees is impressive. Day care, emergency care, eldercare, day camp, college scholarships, family leave, adoption assistance, tutoring and college decision-making assistance are benefits which help employees cope with the rigors of modern family life. Fel-Pro provides these benefits with the belief that employees who have some of the pressure of their family situations relieved will be able to perform more effectively on the job. We also believe that loyalty to an employer, a quality that has dramatically changed as a result of merger mania and rightsizing in the '80s, is generated through our employee benefits.

Here is an example: Children of our employees, who we humorously, but fondly, call "Fel-Pro kids," may have been in our Day Care Center, attended our Summer Camp, received a college scholarship and worked for us during the summers, may then graduate college and become Fel-Pro employees. A number of our people have come up this way. It is easy to perpetuate our culture because of these people. We believe the acorn rarely falls far from the tree and subsequently, the work ethic of our employees' children is as strong as their parents'. This is why we feel comfortable providing our employees with a variety of family-oriented benefits.

Why Day Care?

Why did we decide to open a Day Care Center in the first place? We looked at the need in our workforce and then we looked at what was happening in community-provided services. The Federal and State Governments were reducing the funds available for childcare. Communities were in a difficult financial condition and

were cutting back on childcare services. We decided day care was a need and the company would benefit from offering this service to our employees.

There are a number of ways an employer can help employees with the day-care problem. Employers have entered into agreements with day-care centers to provide services to their employees at a discounted rate. This is negotiated directly with the day-care provider and can help employees with the financial burden. Some employers also subsidize day-care costs. The employee covers a percentage and the employer covers a portion. The subsidy is taxable income, if it exceeds \$5,000 per year, to the employee, however, the introduction of a Section 125 Plan can make the employee contributions to day care pretax income and help the employee with the cost from a different angle.

Vouchers employees may use to purchase day-care services are another approach employers have taken to deal with this issue. The employer purchases the vouchers and distributes them to employees. The employee then purchases the service and uses the vouchers to pay the bill. Employers have also worked with resource and referral services. This approach does not provide financial assistance to the employee but can help the employee obtain information about the types of centers and services available.

We looked at the various alternatives and decided to go with an onsite center. Vouchers, purchasing slots in a neighborhood center, subsidizing outside vendors and resource and referral services are only as good as the day-care services available in the area. In our case, the services available to our employees just were not that good.

We wanted to make sure our employees' children received top quality service. The benefits of day care are not realized for the company if the employee spends the time at work worrying about his/her children. With an onsite center, quality is under the company's control. Cost is an issue with all employees when it comes to day-care services. At Fel-Pro, employees share the cost by paying 60 percent.

Another question that is frequently asked is, "What about the liability of Day Care and Summer Camp?" Well, this question is easily answered. We have been running our Day Camp for 18 years and we continue to run it. There have been situations where kids have been hurt, but we have never had any liability action taken against us. Kids have had broken bones, been cut, you name it, we have had it happen.

The Day Care Center has been in operation for eight years and we have all the potential risks that any school has when you have kids in a classroom setting. Again, no liability problems. Our population of students ranges from age 2-6. We try to keep the student-teacher ratio low, about six to one. The Day Care Center is covered under our general liability insurance. You probably think

that it has caused our rates to go sky high. Well, we pay about \$5,000 extra per year to cover the Day Care Center.

Part of our philosophy is to keep the parents involved in the Center. We have a Parents' Group and provide a newsletter to keep everyone informed of what is going on. This open communication and involvement keeps the relationship between the parents and the company positive. When the relationship is positive, the liability problem is minimized.

Family Benefits

Fel-Pro also has benefits that provide a great deal of information to employees yet are of minimal cost to the company. We hold child development seminars to give information on early childhood issues to employees with young children.

The College Decision-Making Program assists employees and their dependent children in choosing a college by offering onsite seminars, group tours to nearby colleges and individual counseling on curriculum, and financing. The Employee Assistance Program provides counseling to employees and their families on a variety of issues. Our Eldercare Newsletter provides information to older adults as well as employees dealing with older family members. Twice a year we hold seminars on eldercare issues and we invite our retirees to these seminars.

Eldercare

Eldercare is an emerging issue. Many employees have elderly parents who are living with or near them and need more assistance from the employee as the parents get older. The "Baby Boom" generation in fact has gotten another nickname, the "Sandwich" generation. This name comes from the fact that people have delayed having children and now are caring for their young children as well as having to care for their aging parents. Eldercare programs run the gamut from full counseling and referral programs to informational programs. The goal is to help the employee cope with their aging parents and the increasing need their parents have for various services, such as medical, counseling or retirement planning.

Another service some employers provide through their eldercare programs is Elder Day Care. This is done either at a separate Elder Care Center or in some cases through

We are frequently asked, how can you afford to provide all these benefits? Our answer is always the same: How can we afford not to?

an intergenerational program at a Day Care Center. Fel-Pro has a unique program where some of our retirees volunteer at our Children's Day Care Center. The experience for the retiree is very rewarding and helps them keep busy after retirement. The children love the volunteers and enjoy having an adopted "grandma" or "grandpa". Our Elder Care Program is primarily a referral and information program where employees and retirees can get information concerning the

services available to seniors as well as counseling on specific personal issues.

Why Invest in Benefits?

We see results from the large investment we make each year in employee benefits. Our turnover is well below the national average for manufacturing. We turnover about 8 percent per year compared to over 12 percent for manufacturing organizations. Our absenteeism is also far below that of similar industries. Our employees are absent about 4.5 percent of the time. The average tenure at Fel-Pro is over 10 years. These numbers all add up to a stable workforce and lower costs.

What about other results? We have employees who are loyal to our organization. As indicated by our turnover and tenure, our people stay with the organization. This helps keep our recruiting costs low. We also have another "family friendly" policy. We give preferential treatment to our employees' relatives in the hiring process. Over one-half of our employees are related to each other. We have a very special brand of peer pressure that operates in our environment, family pressure. Should a family member have performance or absenteeism problems, we find the other members of the family help that person correct the problem with very little intervention from Fel-Pro.

In the recruiting area, we also offer summer employment to children of our employees. Each summer we have over 100 students working in our factory and office. Many of these students are returning for their second or third summer with us. We are able to save a great deal on training costs and since the summer is our busy season, we do not have to use temporary employees.

We are frequently asked, how can you afford to provide all these benefits? Our answer is always the same: How can we afford not to? The owners of Fel-Pro are generous people, but they are first and foremost business people. Helping people cope with their lives is good business.

La Petite Children Can Improve Your Bottom Line

There's certainly more than one way to produce productivity gains for your company through child care benefits to your employees.

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There's no risk. Call Chris Becicka, La Petite's Vice President of Corporate Care, at (816)474-4750.



20 YEARS OF CHILD CARE EXCELLENCE


Fel-Pro receives many other rewards from the employee benefits we provide. Many of these are hard to measure. How do you measure the peace of mind an employee feels because she does not have to worry about the care her mother is receiving while she is ill? How do you measure the sense of relief a father has because he knows his boy is at Summer Camp and not exposed to gang recruiters on the streets of the city? How do you measure the time any employee does not spend on the phone trying to get an answer to a legal question because she knows she can see the Legal Advisor in the Personnel Office on Thursday? What about the time employees do not spend at the copy machine copying their income tax returns because we give them a certificate to have their taxes prepared free?

These things add to the bottom line. Maybe the auditors do not see the financial impact of these benefits, but we do. When a person has to deal with family pressures, there is an impact on the person's work. Without these worries and concerns, an employee can concentrate and deal with work issues while at work instead of spending work time worrying about or actually dealing with these problems.

Our reputation as a caring employer has brought us a great deal of favorable publicity. This helps us with our customers as well as in the recruiting marketplace. The Fel-Pro name has always been synonymous with quality and value in our products and services. We are pleased that our concern and consideration for our employees has brought us positive recognition with others as well.

Conclusion

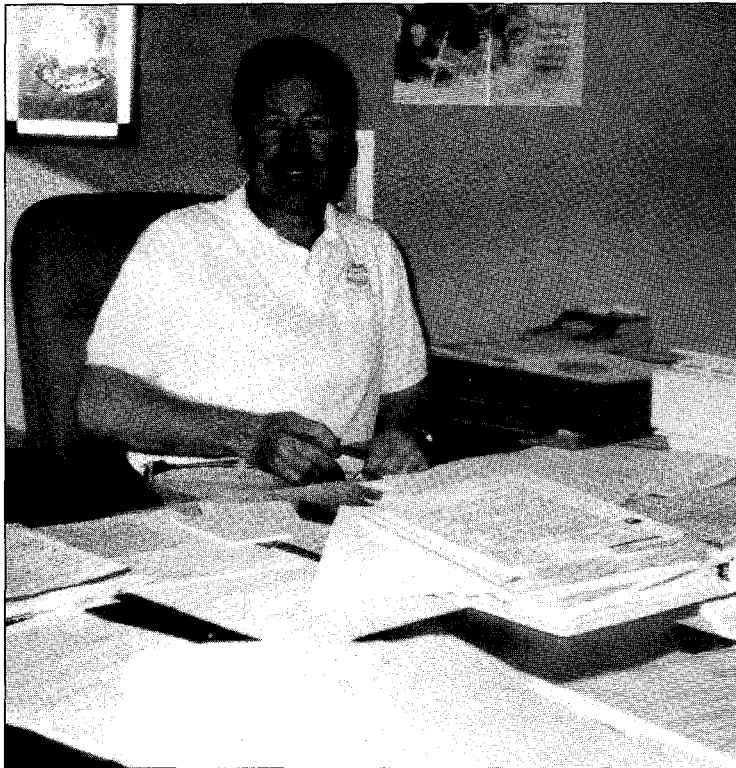
The facts concerning employee benefits as we see them are really pretty straight forward. The investment in the types of benefits noted in this article is rather small. All of these benefits cost us about \$700 per employee per year or about 35 cents per hour. When you look at the value received by the company, this is a very small investment. We know the return on this investment is astronomical and the return continues to grow at a pace far beyond the increase in the costs of these benefits.

Our employees believe in Fel-Pro. When people leave our organization, even when someone is discharged for unacceptable performance, they tell us this is the best place they have ever worked. People know the company cares and we show it through our actions and the benefits we provide. We also believe caring about people is good business. The numbers prove it! 

Steve Bloomfield is director, Human Services, for Fel-Pro Incorporated in Skokie, Illinois.

Member Success Profile

Dale Shafer, CESRA, Vice President, PSEA/PG&E, San Francisco, California, says he is working to develop committee volunteers into potential company management leaders through training and project management.



ESM: Describe a typical day for us (how many meetings, how many interruptions, etc.).

SHAFER: A typical day in the office begins between 7:30 a.m. and 8:00 a.m. After a 35-minute commute in the San Francisco Bay area, I usually arrive to three or four voice mail messages from the evening before or early morning questions.

Before I can get through the messages, someone is usually at my office door with the "latest challenge."

Shafer enjoys a break from his daily routine: A casual day.

of my day on budget matters and Board of Trustees/ Directors actions.

Most days are involved with one meeting after another. Some I initiate, some beyond my control. Meetings typically fall under Financial, Production, Planning or Staffing...and they range from my working

I depend heavily on my secretary, Tina Carpio, and my direct Staff Managers to keep me out of trouble with the day-to-day business, while I spend most

with volunteers, making an Emergency Assistance Fund grant decision to discussing a 5-year Operations Plan.

These days usually go to about 6 or 7 p.m. I'm most productive after 5 p.m. because everyone else goes home and the phone doesn't ring.

My out of the office days are more fun since they involve giving presentations to new employees, or retirees, assisting in a barbecue for 1,000 members or participating in one of our Association's Athletic events.

ESM: What is your personal philosophy on the value of employee services and recreation?

SHAFER: My personal philosophy on the value of Employee Services and Recreation is that you spend more of your conscious hours at work than you do at home. Therefore, you should enjoy your work and make it fun. Even my business calls sound like personal calls because I do business with "friends."

ESM: How did you get involved in ES&R? Was it your major in college, did you "fall into" it, etc?

SHAFER: I got involved in ES&R as a volunteer with our Employee Association about 17 years ago in Sacramento. As a new management employee, my Human Resource Manager suggested I get involved in the association as a Volunteer Education Chairman. At that time I had no idea what the Chairman was supposed to do or that we even offered courses.

I was a Business Administration major in College concentrating in Marketing and General Management.

ESM: What was your career path prior to your present position?

SHAFER: After eight years of being a volunteer and moving my way through the Volunteer Association's Chairmanship positions, I was asked to assume the position of Vice President of the Association. During that same period, my jobs at PG&E progressed from the Marketing Department to the Manager of an Area PG&E office in Vacaville.

ESM: Why did you choose to work for PSEA/PG&E? What does PSEA/PG&E stand for? How long have you been with the organization?

SHAFER: PSEA of PG&E stands for Pacific Service

The challenges of the workplace revolve around time management.

Employee Association of Pacific Gas & Electric Company. PG&E is the largest utility in the country and covers 64,000 square miles of service territory in Central and Northern California.

I have been with PG&E since 1972 and a full-time Association Staff Member since 1983.

ESM: Briefly describe your organization's products/services, how many facilities are in the U.S.? How many facilities are abroad, etc.?

SHAFER: Our Sponsor Corporation is a publicly owned utility company serving natural gas and electricity to Northern and Central California.

ESM: Describe PG&E's ES&R program offerings.

SHAFER: PSEA serves a membership of 27,000 employees and 11,000 retirees and surviving spouses throughout the same 94,000 square miles.

PSEA has one major location and a small satellite office from which we serve our members. Since our members are scattered throughout California, most of our business is transacted by phone, mail and through a network of over 600 Volunteer Committee Chairpersons.

Our Programs and Services include athletic tournaments, blood bank drives; community relations; education; public speaking; personal computer activities; childrens programs; retired employee programs; commuter programs; ski programs; golf club tournaments; vacation resort management; vacation travel programs; merchandise sales; social activities; leadership training; photo processing; personal accident insurance; survivors benefit programs; disability insurance programs; and employee emergency assistance programs.

ESM: How large is your staff? Are they paid or volunteer?

SHAFER: The entire PSEA staff totals 80 full-time staff members to support four organizations; The Employees Association, The Benefit Association, The Survivors Benefit Association and The Credit Union. The first three are under my direction, whereas the Credit Union is a \$300 million asset financial institution under the direction of the President and CEO.

The ES&R portion of the business is staffed by 18 full-time employees, eight Camp Caretakers and supported by over 600 Volunteer Committee Chairpersons.

ESM: What major accomplishment are you most proud of?

SHAFFER: The accomplishment I'm most proud of is working to develop Committee Volunteers into potential Company Management Leaders through training and project management.

Hopefully our biggest accomplishment will be next year as we celebrate our Employee Association's 75th Anniversary.

ESM: How has the ES&R programming grown and changed since you've been at PG&E?

SHAFFER: As with most organizations, as time goes by, the needs and wants of the members change. Unfortunately, as we increase new services, we don't eliminate the old ones. Therefore, we try to do more with less: Less time, less manpower and less budget dollars to spread around.

To demonstrate how times change, we are looking at eldercare and long-term care insurance programs to take care of our aging population.

ESM: What is the company's philosophy about the value of employees? How is this seen in management's support of ES&R?

SHAFFER: The company values their employees very highly as members of the company team. The Association recognizes those same employees as members of our PSEA family.

Management supports the Association through financial contributions, company time off for volunteers to conduct Association business and physical and verbal material support.

ESM: Describe your personal interests (clubs you belong to, favorite recreational pursuits, how you "get away from it all," etc.)

SHAFFER: My personal interests and recreational pursuits involve team athletics, especially softball, camping, fishing, hunting, dancing and "playing cowboy."

ESM: How would you describe yourself (i.e., a "people person," an introvert, thoughtful, etc.)? How do you apply this knowledge about yourself to your ES&R philosophy?

**ES&R has a
growing place
of importance
as there becomes
less time
for leisure.**

SHAFFER: I am definitely a "people person." I love people and try to make my business associates and fellow workers "friends." I love to smile and believe that if you see someone without a smile, you should give them one of yours. I also have a tendency to want to be one of the people who make the decisions as long as I'm going to belong to an organization.

ESM: Where do you see ES&R developing in the coming years?

SHAFFER: ES&R has a growing place of importance as there becomes less time for leisure. The ES&R

Manager will have to be more creative to fill these fast-paced needs of our constituents.

ESM: What have you learned about yourself while at your organization? About the challenges of the workplace? About ES&R?

SHAFFER: The challenges of the workplace revolve around time management. As we find we have less time for planning, training, coaching and creating, we must learn to use every minute wisely by prioritizing our work schedule.

ESM: What advice would you offer to others in your field?

SHAFFER: Enjoy what you do. Life is too short to be unhappy working somewhere that does not fit your lifestyle.

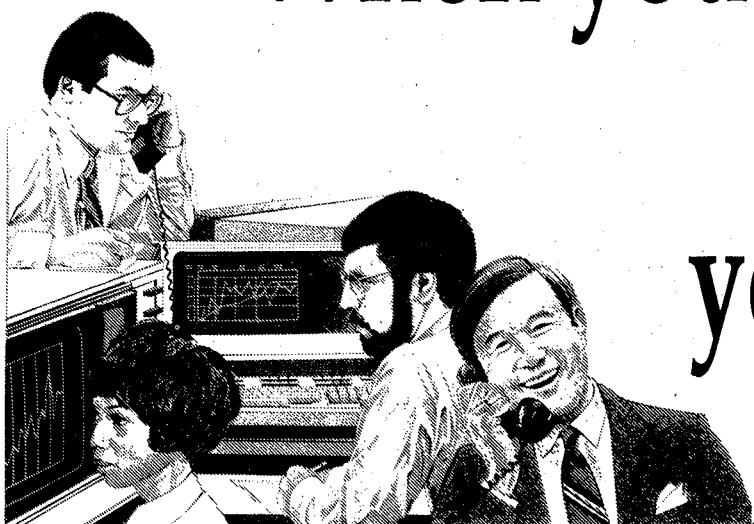
ESM: How long have you been involved with NESRA?

SHAFFER: I have been involved in NESRA for about four years. As a Charter Member of the Golden Gate Chapter, I have met some very good friends as we have established our networking association. The conferences I have attended have widened that network to friends and associates across the United States.

ESM: How has NESRA been a factor in your success?

SHAFFER: NESRA has been a factor in my success by allowing me to expand my network of resources. By learning from others of their successful projects, I can create an overall program to satisfy my own members' needs.





When you participate in NESRA you're part of a larger effort

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Associations like ours provide social and economic benefits that touch each of us every day. Think about it. If it weren't for associations, other institutions would be shouldering many added burdens. Who would be responsible for creating performance standards? Safety standards? Professional ethics? Providing top-notch education? Organizing volunteers? All of these efforts protect consumers and help Americans everywhere.

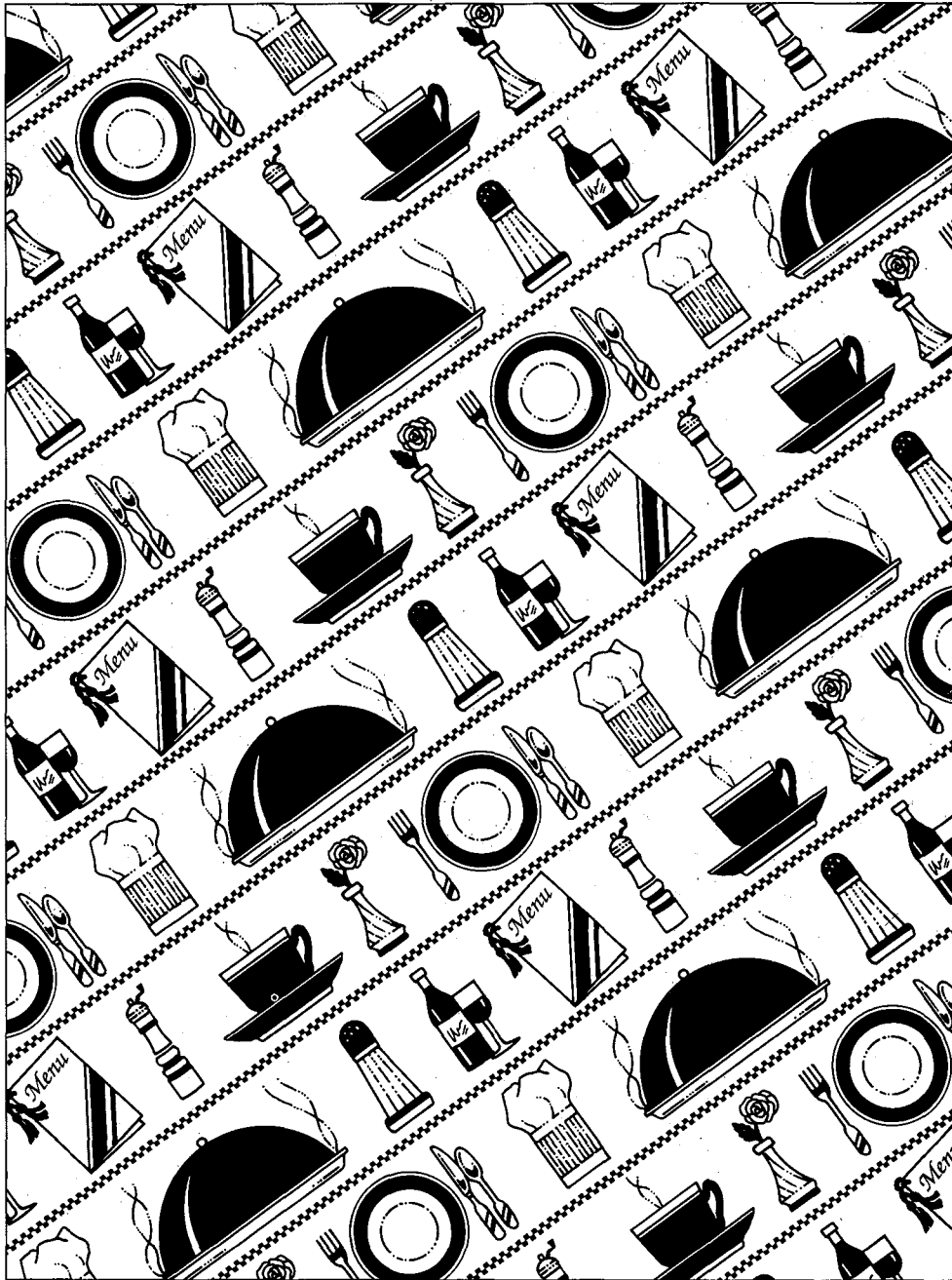
The work of associations is woven throughout the fabric of American society, and the public has come to depend on the benefits that associations provide.



If you would like more information on how associations advance America, please call Tom Gorski, ASAE, 202-626-2704.

Company Cafeterias:

More Than Just A Place To Eat



by Gail Webb

Colorful balloons reaching to the ceiling, elegantly decorated tables laden with hors d'oeuvres, and more than 300 proud parents, secondary school students, and teachers set the scene for an event which is held annually to honor academic and teaching excellence in the local school district—just one of several special occasions which are held in the Tracor Cafeteria, a facility which has become more than just a place to eat.

With purposeful planning, company food-service programs can become more. An on-site program may promote healthy eating habits, encourage employee interaction and cohesiveness, and capitalize on the opportunity which the cafeteria medium provides to communicate nonbusiness related company promotions. In addition to these workday advantages, a company cafeteria with appropriate accommodations can eliminate using outside facilities and catering services, which means paying commercial prices when conducting special company events.

Convenient and Economical

Offering employees the opportunity to eat workday meals at a company cafeteria provides a convenient, timesaving, and economical alternative to eating at commercial restaurants. On-site food services save time and offer convenience for employees who would prefer not to travel off campus to eat. In addition to eliminating driving distance and travel time, employees avoid the hassle of parking and reparking their cars. When employees can leave directly from their office, walk or take a short ride to grab a cup of coffee, eat breakfast or lunch, they will feel less rushed and more free to enjoy their meal.

Economically, by dining in a company cafeteria, an employee can save money in two ways. First, traveling to the cafeteria does not involve using a significant amount of gasoline, if any, and reduces wear and tear on an automobile. Second, a company cafeteria's primary purpose is not to make a profit, but to provide a service to employees. Unlike commercial restaurants, cafeteria prices are not higher and they don't require tips for service.

Time and money are saved for the company as well. When employees stay at work to eat meals provided by a company cafeteria, time away from the job is less, and the money spent for food reimburses the company. In addition, employees who eat together not only socialize, but often conduct business in a relaxed, informal setting.

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Healthy Eating Habits

Planning, developing, and preparing meals on-site means the company has the opportunity to become directly involved in promoting healthy eating habits—at least regarding meals eaten during the workday for those employees who choose to eat in the cafeteria. In addition to offering food items which by nature are low in fat and cholesterol, a company can ensure

the food is prepared healthier.

A recent change in management in the Tracor Cafeteria prompted numerous changes in food preparation, selection, and taste—changes which have prompted positive feedback. As the inventory of pre-made items was depleted, the new manager began preparing foods from scratch with healthier ingredients. Several breakfast items including biscuits, rolls, date nut muffins, and doughnuts are now prepared from scratch. In addition, menu selections were expanded to include items ranging from beef brochette and grilled (not fried!) pork chops to Chicken Parmesan and seafood creole.

Knowing that such popular items as enchiladas and fried chicken could not be removed from the menu without employee complaints, new, healthier recipes were concocted and are enjoyed just as much, if not more, because they are tasty as well as healthy. A full-service salad bar was also added to offer selections such as pasta, shrimp, and chicken salads, tomato aspic, and such traditional items as chef and spinach salads. In conjunction with the salad bar, a promotion known as, "The Salad Connection," was implemented which gives an employee a free salad after purchasing nine salad items. By offering and preparing healthier foods and promoting menu selections, recipes, and specials, a company can communicate a healthier eating message to its employees.

Interaction and Cohesiveness

Providing a place for employees to take their workday breaks and meals encourages them to interact with each other on a more personal basis. Communicating with members of management in a building hallway or during a meeting is a more formal interaction than greeting them in a company cafeteria. A less formal setting such as a food-service facility may generate employee cohesiveness—standing in line to order a turkey sandwich or making conversation while eating catfish at the same table with a member of management may break

down barriers created by professional status and make business interactions easier.

A new promotion which was implemented recently and is held during employee lunchtime in the Tracor Cafeteria has not only increased employee morale and cohesiveness, but also made many employees more comfortable in approaching our president. The last Friday of each month is designated a theme day (all other Fridays are informal attire days), and, during lunchtime, our president emcees a costume contest. (He also dresses according to the theme.) A company president dressed in a Hawaiian shirt wearing neon sunglasses gives employees a more personal perception and perhaps places them at ease during future interactions. (Incidentally, contest winners are determined by loudness of applause and receive a gift certificate for a free lunch in the cafeteria and a company logo sweat suit.)

In addition to the costume contest, a special lunch menu is offered which relates to the theme—chuck wagon barbecue for Western Day, Hawaiian chicken for Hawaiian Day, and hamburgers and shakes for 50's Day. Props and decorations, including bales of hay, saddles, leis, and even a suckled pig, assist in carrying out the theme. Theme Days promote employee cohesiveness and generate more employee business in our cafeteria.

Nonbusiness Related Promotions

A company cafeteria is an ideal place to conduct special promotions such as a food drive or U.S. Savings Bond and United Way campaigns. Many companies prefer to conduct nonbusiness promotions during lunchtime rather than on company time. Conducting a promotion in a facility which employees already visit during lunchtime makes coordination of a program easier.

For example, at lunchtime in the cafeteria, on the last day of our annual Savings Bond Campaign, we offer a promotion called, "All American Day." This is an event complete with a special menu (and price) of hot dogs, french fries, apple pie, soft drinks, and watermelon, as well as a company-sponsored drawing for a \$100 savings bond. During this event, cafeteria staff dress in Dixieland band straw hats and plastic American flag vest aprons and serve regular menu items and desserts decorated with toothpick flags along with the All-American Special. In addition, cafeteria visitors are greeted with red and white banners hung in the serving and eating areas which contain such messages as: "Hot dogs, apple pie, and savings bonds—All-American traditions."

Another annual lunchtime promotion is "Santa Day," when a mystery employee dresses up as Santa Claus and takes holiday wishes from employees' children, grandchildren, and guests. A pianist is hired to play

holiday carols, and a photographer captures each child's image on film. Cafeteria visitors wearing red or green receive a free package of cookies. (This event virtually has eliminated holiday trips to the local mall for our employees' children to see Santa Claus!)

Special Events

An on-site food-service program and facility are convenient and cost-effective when coordinating and preparing a company's special events. Conducting such annual social functions as employee service award dinners, company-sponsored community events, miscellaneous commendation dinners, and management meetings in our cafeteria saves us time in locating a facility and worrying about unknown factors in addition to saving money by doing business with our own company.

During these events, a menu, theme, decorations, program, and set-up are coordinated between the public relations office and cafeteria staff. Outside services may include hiring bartenders, waiters, and musical entertainment and working with florists, linen outlets, and party wholesalers for arrangements and decorations. Conducting a special event at a company facility not only saves time and money, but also gives the planner greater freedom of choice and communicates company pride to attendees.

Serving The Public

In addition to company events and employee meals, our cafeteria facility and catering services are available for public use. During weekdays, the facility is open to the public during the same breakfast and lunch hours as for employees. At night and on weekends, the facility and catering services are available for outside organizational meetings, luncheons, and dinners. Of course, our company receives first priority on the calendar. Good food, prompt service and a pleasant atmosphere are important to entice employees and the general public to eat in a company cafeteria. Efficiency and service are important factors, especially during lunchtime. To best accommodate customers, a scatter line was selected because it seems to be the fastest and most economical option. Items prepared when ordered such as breakfast, tacos, hamburgers, and grilled sandwiches are featured in the first serving area. The second area includes meat and vegetable entrees, the third area features the specials of the day and homebaked breads and rolls, and the last serving areas are for salads and desserts. Beverages are obtained from an island in the center, and cashiers are located immediately outside of the serving area.

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The layout of a facility obviously will determine the appropriateness of catering opportunities for company and public events. Our company's facility is only called a cafeteria during the day because during evening special events, it is transformed into an elegant dining room. Surrounded by 12-foot glass windows overlooking a tree-shaded park with sparkling lights, the dining room seats 400 people. A parquet wooden dance floor at one end is ideal for musical entertainment and dancing.

In addition, employees may take advantage of the catering services at prices lower than those offered by commercial businesses. Items such as meat, cheese, and vegetable trays; chicken drumettes; pies; cakes; and many other foods may be ordered with advance notice to cafeteria staff. Last year, before Tracor's July 4th holiday, the cafeteria offered barbecue dinners and all the trimmings for employees to take home—a catered holiday is a real treat! Catering events in a company facility provides community recognition of the company, as well as a way to subsidize some of the food program's operating costs.

Evaluate Your Situation

A company-subsidized food-service program or cafeteria provides employee meal options which benefit most larger companies. The cost to implement a program in a smaller company would be much higher than paying for commercial catering services and facilities when needed. Even in a larger company, a cafeteria's primary purpose is to provide a service to employees, not to make a profit. Therefore, any profits which may be made most likely will come from outside services such as catering.

Conclusion

Company food-service programs or cafeterias provide employees a convenient, time-saving, and economical option for obtaining meals during the workday. By serving carefully selected and prepared foods, a company can directly affect the health and health awareness of its employees. Upon implementing special programs, an on-site facility also can serve as a medium to promote employee interaction and cohesiveness and one in which to conduct company nonbusiness related events. Because a cafeteria is primarily a service to employees, profits are not a priority; however, a food-service program may be expanded to accommodate catering needs and special events for the company, as well as the general public, to assist in reducing operating costs.

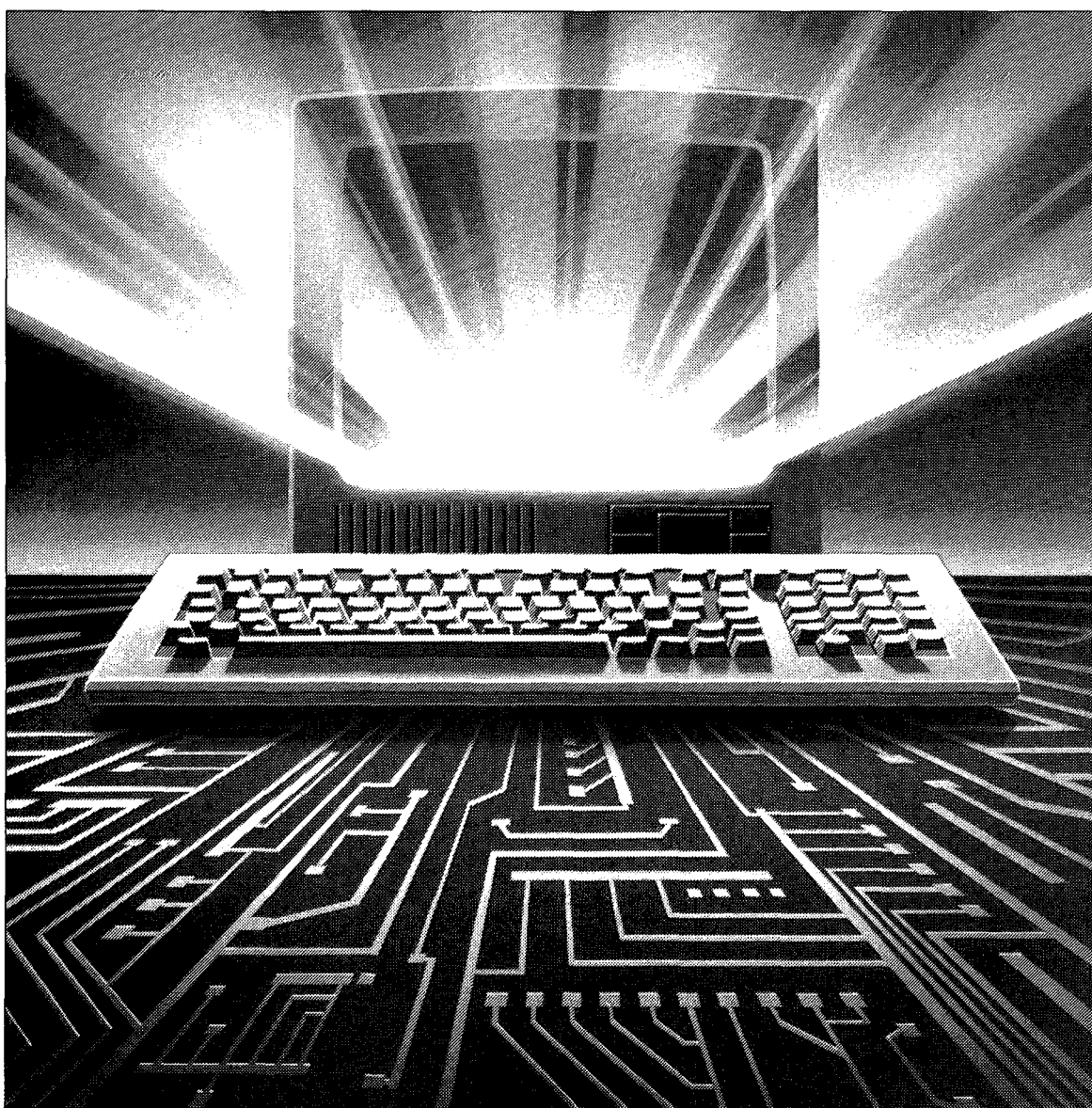


Gail Webb is editor, public relations, for Tracor, Inc., a Westmark Company in Austin, Texas.

Computer Software Applications In The ES&R Field

Here are the results of a recent NESRA survey to determine the membership's use of computer software.

by Cynthia M. Helson, editor



Computers are everywhere, at the grocery store, at the bank and even at the fitness center. First we were intimidated by them, yet, amazed. Now, we have not only accepted them, but we use them during our daily worklife. It's not only the accountants, scientists and travel agents that use them but also the employee services and recreation managers.

NESRA Headquarters conducted a mini-survey to determine the membership's use of hardware and software. We bring you this information for a better understanding of who your colleagues are, the tools they use and the skills they've developed.

ES&R managers, by nature, wear several different hats. They are the events coordinator, the discount ticket coordinator, activities director, newsletter producer and financial budgeter. Therefore, they have a variety of uses for a computer and its software.

The majority of our mini-survey respondents use computers. Of 272 respondents, 94 percent say they use a personal computer during their workday. Of those who use computers, 47 percent use IBM hardware, 8 percent use an IBM-clone, 7 percent use Compaq, 15 percent use a combination of these noted and 10 percent use other hardware such as UNISYS, Wang, Zenith, (etc).

Products Used By ES&R Managers

Almost all NESRA respondents use a word processing software. They use it for correspondence, to keep records and essentially to save and edit documents.

Of those respondents who use IBM, IBM compatible, Compaq and miscellaneous hardware, 44 percent use Word Perfect word processing software. Word Perfect offers users "flexibility in the types of computers, printers and fonts in which it can be used with," says Alan Martin, sales engineer of Synergy Systems in Aurora, Illinois. Martin also says this software makes it easy to interchange and exchange information with other computers.

The next most popular word processing software with our respondents is Multimate with 5 percent and Microsoft Word with 4 percent. The remaining 53 percent of respondents are using almost as many different types of software. The variety of word processing being used is far too vast to mention.

Of those who use Macintosh hardware, 87 percent use Microsoft Word and 26 percent use MacWrite word processing software. These statistics show there are

Sixty-six percent
of respondents
use their software
to produce
brochures and flyers.

several employee services and recreation managers who use both software packages.

Employee Services and Recreation Managers do more than input text with word processing. They also work with spreadsheets and desktop publishing.

Of all our respondents who use computers, 45 percent of them use Lotus 1-2-3. This software allows members to enter financial information in rows and columns and to command the computer to calculate the sum of the figures in a

particular column. While some accounting software provides the set up and formula to perform certain accounting procedures, Lotus allows its users to design their own spreadsheets and formulas.

The second most common spreadsheet software is Excel. This newer software offers basically the same capabilities as Lotus 1-2-3 but is more graphically oriented. Its screen uses more icons and several shades of color to reduce the user's eye strain. With this software, users can see on the screen what they want to print — they get "WYS I WYG" — What You See Is What You Get. Other spreadsheet software used by NESRA respondents include Symphony and Quatro Pro.

In addition to word processing and spreadsheets, NESRA members use desktop publishing systems. The most popular desktop publishing software among respondents is Macintosh Pagemaker. Other NESRA survey respondents use the Windows Software on their IBM computers and the Pagemaker software made especially for IBM.

Applications

Employee Service and Recreation managers have several responsibilities which require the tools of a software program. One of their major tasks is to communicate with employees and to use visible, printed pieces to convey messages and to promote ES&R programs. For example, 66 percent of respondents use their software to produce brochures and flyers and 47 percent use them to produce company newsletters. To them, the type fonts and graphic capabilities are very important. "WYS I WYG" is important to them. For example, if an ES&R manager is working on a flyer, the command to the computer is to put the first line of type in the Helvetica font at 30 points. It should automatically change the type on the screen to these specifications. This way, users have a better idea of spacing on a page and visual appeal. Using this software also requires having a printer which can produce these documents.

The second most common use for computer software among ES&R respondents is for financial documents. ES&R departments are responsible for producing their own budget projections and proposals. Fifty-seven percent of respondents say they use their software for such financial documents. They use spreadsheets for this application as they prepare their budget, accounts receivable, accounts payable and balance sheets. Those using spreadsheet software, look for software which will save them computing time, organize material in columns and rows and offer a wide variety of financial uses.

Forty-six percent of respondents use their computer for electronic mail. Through this application, ES&R managers are able to send event announcements, calendars, notices and short surveys to employees via a computer. Instead of sending memos and other paper copies to employees, ES&R managers can send this information to each employee's computer screen. As long as employees use computers and are hooked up to the networking system, they would have access to this information.

Today's technology makes it easier for ES&R managers to maintain a head count of how many employees participate in ES&R programs. Forty-four percent of NESRA survey respondents use their software for maintaining participation records. Some respondents use what is called an event screen. This is similar to the software airlines use. It allows ES&R managers to keep track of R.S.V.P.s and to develop a check list and a planning action timeline. It also shows who is coming, whether or not they are bringing a guest, and whether or not they have paid for the event. Developing these reports allow ES&R managers to better plan for food and facilities. Head count reports could then be used as part of ES&R justification evidence. Showing management a track of steady or increasing employee participation, proves ES&R programs are providing a needed service.

One of the most popular employee services is discount ticket sales. Forty-four percent of NESRA respondents use their computer software to keep track of ticket inventory, sales and purchasers. While some ES&R managers develop their own set-up on word processing software for logging ticket sales, most use spreadsheet software for this purpose. With this software, they keep records on ticket inventory (logging ticket numbers), name of purchaser, number of tickets sold, cost and name of the person who sold the tickets.

ES&R managers also use their software to store Employee Association records, board minutes, job responsibilities, etc.

*Some respondents
said they are looking for
sports league software
for a small amount of
participants.*

In addition to their other responsibilities, 19 percent of ES&R managers schedule sports teams and leagues with their software. Upon further investigation, we discovered many ES&R managers are still arranging and developing round-robin leagues manually and simply entering the data on their word processing systems or creating a chart with their spreadsheet software. However, further research revealed there is software available for league schedules. For example, Helen

Dalrymple, activities coordinator of

State Farm Insurance in Bloomington, IL uses software named Delta Graph to "schedule 125 teams without any problem." She uses this software to develop round-robins for all these teams. Mike Windor, recreation manager, Sandia Employee Recreation Program in Albuquerque, NM uses a software program called "Brackets and Schedules" which allows him to develop team rosters and schedule round-robins for 40-50 teams with some teams having up to 700 people in them. However, some respondents said they are looking for sports league software for a smaller amount of participants. In addition to scheduling sports leagues, many ES&R managers are also managing an employee store.

Employee store managers use software to keep track of their employee store. It helps them maintain store inventory, point of sale, purchasing trends by category, price and item, however, point-of-sale software deserves an entire article.

There is a variety of applications for software in the employee services and recreation field. For example, 7 percent say they use databases to maintain lists of employees, their home address and phone number and their birthday. Another 7 percent work with software to maintain all of their personnel records such as benefits and payroll. ES&R managers have still more applications for software: To develop organizational charts, employee suggestion systems, special employee order forms, travel reporting, conference scheduling, recruiting strategies and election results.

It seems as though ES&R managers are more active than passive during their daily routines. Although 94 percent of respondents use software regularly, they seem to balance their computer work with other activities. Our survey results show 41 percent of users work on computers from 1-2-1/2 hours a day; 39 percent spend 3-4-1/2 hours a day on a computer and 20 percent dedicate over 5 hours a day to computer work.

We asked ES&R managers what people have access to their computer files. Forty percent said they are the only ones with access while 39 percent included their staff among those who can access the ES&R files. At 16

percent of the respondent's workplaces, only those with the appropriate password can enter the employee services and recreation files. Only 5 percent of respondents said anyone could open their computer files.

Convenience

Computers definitely save ES&R managers time when it comes to some of the more routine parts of their workday. The majority of respondents, 82 percent said using computers has reduced their amount of paperwork. However, not all respondents agreed. Fifteen percent said they thought using computers did not reduce their paperwork and 3 percent were unsure.

ES&R managers can definitely express their likes and dislikes of converting to a computerized workplace. The most popular positive benefit from working with personal computers is the quick and easy access of data say 45 percent. They like having data at their fingertips and they say computers are timesavers. Others say their computers are space savers. Seventeen percent say with computers allowing them to store, retrieve and update documents, they require less amount of space needed for paper copies. ES&R managers enjoy several other benefits from computers beyond the saving of time and space.

They were pleased with the quality and accuracy of the items produced on computers while others cited opportunities for creativity. With ES&R managers using computers to produce reports for employees and management, publications and other forms, the appearance of those documents is important and 10 percent claimed that as their favorite benefit. They like the formality of documents and some cited the clearness and crispness of graphics to be very good. Seven percent said they benefit from the accuracy and efficiency computers provide with such features as spell check in word processing and automatic computing in spreadsheets. Another 7 percent rated the variety of uses for a computer and the ease of communication to be a great benefit. Four percent of ES&R managers say they benefit most from the sorting, calculating and counting features of computers. Computers seem to save respondents from manual counting and other tedious tasks.

ES&R managers are looking to enhance the workplace with a variety of programs. They enjoy an opportunity to push their skills beyond their daily boundaries and to be able to be creative. Four percent of respondents said they appreciate the opportunities computers offer them to be creative. They say this is especially true with the vast capabilities of desktop publishing systems and the introduction and improvements of graphic packages. ES&R managers are very appreciative of the fact that computers have replaced cumbersome typewriters.

In fact, there are more survey respondents who are

pleased with the state of this technology, than not. They feel their needs for word processing, spreadsheets and desktop publishing are being met with available software. However, when asked to describe their least favorite aspect of working a personal computer, they mention a few inconveniences.

For example, 13 percent say they feel the least comfortable with their knowledge of how to use their software. Another 10 percent say they don't like the physical effects working a computer has on their body. They complain of eye strain, back problems and tendonitis. Eight percent also mention the frustration which comes when work time is lost due to computer downtime and 4 percent say they think it takes too long for their system to retrieve documents. Still others say it's inconvenient to upgrade software while 2 percent said the least favorite aspect of using their PC is the incompatibility of the software from one hardware to another. For some respondents, their only negative response is that they simply don't have enough computers for everyone. They don't like sharing their computer or their printer with other employees.

Ideal Software for ES&R

In addition to the survey, we randomly contacted survey respondents asking a few follow-up questions. We asked them to describe their ideal ES&R software and whether or not they were involved in the decision to purchase software.

When describing their ideal software, many ES&R managers spoke of items already available on the market. They said every ES&R manager needs a very powerful database to be able to store all the demographic information of their employees. They said it is essential for them to have very versatile financial software and those with desktop publishing, immediately say it is something all ES&R managers should use. They tend to look for software that is user friendly and allows enormous editing capabilities.

Purchasing Decisions

Of those who participated in this follow-up, 75 percent said they took part in the purchasing decision. Half said they or their staff performed the research and half said their company's computer department did the research and presented them with a few options to choose from.

When purchasing software, our members often wanted to consider what the rest of their company was using. According to Alan Martin of Synergy Systems, that is an important consideration.

Martin says there are three basic questions one must answer before they buy either hardware or software:

1. How much money do you want to spend?
2. What do you want to use it for?
3. Who do you want to exchange information with?

There are many types of products to choose from but it's always good to begin with an idea of how much your budget will allow. The market is offering a variety of clone products or products which are compatible with the major brands.

Martin says, "It's important to determine what you want to do with your computer system." If you want to produce newsletters, you need to ask yourself if you want to do your own typesetting and whether or not you plan to work with graphics. If you are planning to use graphics, you will also need to be sure your printer will have the capability to print them and have enough lines of resolution to print a quality image in color, if you so desire.

Not only does your computer have to be able to communicate commands to your printer, but your computer must also be able to communicate with the computers of those who you work with. Be sure what you purchase will allow you to accept disks from co-workers' computers and be capable of networking.

Martin warns that many purchasers do not evaluate the support which comes with the computer or software. He says, you need to find out "What happens after your computer gets delivered?" Question the training packages, technical warranties and hotlines which are available for the products you are considering. This may bring you back to the question of how much you want to spend. Add up the "hard dollars and soft dollars," says Martin. The hard dollars are what you pay for the equipment. The soft dollars are training fees, loss in productivity because of training time, downtime, etc.

There should be a variety of ways for you to be trained on your new system. Colleges and adult education seminars in your area or your sales representative should offer training. A subscription to a credible hotline should also be available.

Conclusion

There is no one ideal software for ES&R managers. Their worklives are full of variety and they require the need of word processing, spreadsheets, graphics and desktop publishing. They are often involved with making purchasing decisions for their software and they are seeking more software for sports teams and leagues. They are using technology in many cases to take the place of bulletin boards as they use electronic mail to post event happenings and to conduct small surveys. ES&R managers have learned to combine people skills with technical skills as they integrate the use of a variety of software into their workdays.



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Is Running Dead?

Millions of people have been using running as a form of exercise for many years. Recently, a number of concerns have been brought to the forefront about the healthiness of running.

Injuries to the knee, ankle and hip in some instances have been attributed to running. These problems can be painful and become chronic without proper treatment.

This has caused concern for many runners.

Although these concerns are realized, they have not deterred millions of people from running for exercise. *Runner's World* magazine states that recent studies show there are 8 million people running at least twice a week for exercise. The results also show this number has remained relatively constant over the past few years. To have a healthy running program, follow the guidelines and alternatives described below.

Following proper preparation and exercise guidelines will allow runners to stay healthy.

Preparation

As in any activity, the participant must begin with proper equipment. Shoes should fit properly and be changed when wear begins to show itself. This can minimize such problems as blisters on the feet and shin splints, both of which can be chronic problems to the beginning runner. Once the shoes are fitted by a professional, the next step is clothing.

The clothing should be loose fitting, comfortable, and appropriate for the weather. In colder weather, add extra layers to maintain warmth. Remember, proper fitting clothes are a higher priority than fashion.

Once the attire is correct, the exercise is ready to start. The important rule to remember is to

begin slowly. Always begin with a good stretching program. All parts of the body should be stretched with extra emphasis on the hamstring muscles and the archilles tendon area. It is advisable to start the stretching program a few weeks before you begin running.

Checking with your family physician before starting to run is a prudent move. The physician can determine the feasibility of undertaking this type of exercise program and offer suggestions or specific programs to follow. A complete physical may also be in order. When making this decision, consider factors such as personal health, medical problems and age. Once the program is approved, follow the physician's directions.

Before actual running starts, begin walking. Set a goal such as a given distance in a certain amount of time (1 mile, 20 minutes). Once this goal is reached, you can feel confident that running can begin. If you have never ran for distance, it may be advisable to obtain instruction on the proper running form and technique. Using the proper form can minimize potential injury factors and offer maximum results in the exercise program. Instruction can be obtained through a fitness trainer or through local fitness centers, a fee is usually charged for this type of instruction.

On The Track

Begin running slowly. Start with a short distance and set a time limit. Continue on this distance and time until your goal is reached. Then, increase the distance or decrease the time. This method has been successful in giving an individual the ability to become more physically fit. In the early stages of this program, three workouts per week can lead to success, more can be added if

by Ronald Ribaric, M. Ed,
CESRA

desired. Once the goal is reached, distance covered in a certain amount of time, a minimum twice weekly should be sufficient to maintain a specific level of fitness.

To minimize physical problems, carefully select a running surface. Although true for all runners, this should especially concern the novice runner. Hard surfaces such as concrete roads might lead to a myriad of physical problems. The constant pounding of running on a hard surface causes a jarring that travels the entire length of the leg and lower back. This may lead to knee and ankle joint problems and possibly lower back discomfort.

The best surface to run on is a soft area; sand or grass is advisable. This allows for a cushioning effect for the body because the softer surface will "give" as the runner's foot hits the surface. This will minimize the concussion the joints receive, the harder the surface, the more open for injury to the runner.

Although soft surfaces are better for running, care must be taken in selection of the course. Holes and other obstacles in the running course can cause serious injury. Stepping

into a hole may result in an ankle sprain, leg fracture or other serious injuries. Once the course is selected, it may be helpful to walk the entire route the first time. This can make the runner aware of potential problems. Even on established courses, the runner must remain observant of daily changes since obstacles can develop overnight.

When choosing a course, consider other factors. What other potential dangers exist? Are there any dogs that can attack on this course? In most cases, city dwellers must run all or part of their course on or near roadways. Be aware of traffic patterns, do not run during rush hour. Try to run at the same general time each day. That way, drivers along the course will be aware that a runner is usually in the area.

Try to use established running courses. Some areas of the country are having problems with runners being mugged or abused during their exercise period. A course used by others attests to a safety factor much greater than establishing a new course. Finally, try to stay in an area you are familiar with near your home or place of employment. This can be

an advantage should an accident occur.

Conclusion

By following these suggestions, you can open the door to a safe, fun and healthy running exercise experience. Running is not dead. To prevent its death one must follow proper conditioning methods, have well-fitted equipment and use common sense. This will help keep running alive for future generations.



Ron Ribaric is the NESRA Vice President Fitness/Health and a certified athletic trainer.



The daily operations of any business are crucial to its existence. Employee stores are no exceptions especially since they are trying to service a large number of customers in a small period of time. This can become difficult when merchandise is out of stock and customers' needs are not fulfilled. Employee stores must ensure that their customers, as

well as their companies, perceive the operation as a benefit and not a burden.

The
Northrop
Aircraft

Centralizing Store Operations

Employee Stores have had many years experience operating in a centralized environment. In business for over 10 years and operating from its current main facility for over 6 years, the multi-million dollar operation services the needs of over 12,000 employees. I believe the use of a centralized operational system has been the key to continued growth of both sales and merchandise resources.

It may be beneficial to first explain how our stores are set up and how our operation works. We have three stores located at three different plants. Our largest store serves as our center of operations. It accounts for approximately 75 percent of the total sales volume and is the home base for the store manager, buyers and accounting staff. It also is the base for our computer operations. The West Complex Store accounts for about 20 percent of our volume and is located about five miles away. It carries most of the same merchandise which is sold at our main store but in smaller quantities. Our smallest store sells only logo items and is located about 60 miles away in Newbury Park.

All merchandise is procured and received in our main store. We have two buyers who make the procurement decisions for the three

stores. The employee store manager also has buying responsibilities. This centralization of purchasing power allows the store to order larger quantities and receive greater discounts. It also helps coordinate merchandise concepts and strategies. Merchandise is received at the main store. This allows us to keep control over a variety of important details including stock levels, shipping costs, shortages in receipts, and items delivered broken or damaged.

Satellite Stores

Having stores outside of the main facility is very important in providing better service to employees. Our division has locations in five different cities and our three stores cover the locations with the largest population centers. Both of the satellite stores have their own supervisors. They are in charge of the daily store operations, resolving customer problems, and maintaining merchandise stock.

Although the merchandise mix is very similar in the two large stores, there are some adjustments made for product oriented merchandise such as T-shirts and sweatshirts since different products are made at different locations. We also find that since the West Complex Store is located in an area primarily involved in manufacturing, we sell more stereos and electronics and less giftware and collectables. It's important to keep satellite supervisors involved in the procurement process. Many times those stores operating outside of the main environment feel like stepchildren and it is very important to allow them to be as involved as possible in the operation. This includes a role in choosing the merchandise mix that is correct for

Centralizing your satellite stores
can smooth daily operations.

by Darryl W. Heath

their customers, attending vendor trade shows, planning for monthly sales, and determining markdowns necessary to move slow selling merchandise.

Merchandise received at the central location must be distributed to the satellite locations. Since our West Complex Store is only five miles away, we have our own delivery van that travels between the two stores at least twice each day. This allows us to free up the receiving area and get new goods to the sales floor at the other store quickly. The Newbury Park Store is located too far from the main store and generates too little dollar volume to ship the merchandise by van. We are able to use the interfacility courier that travels between the locations once each day. Merchandise transferring cannot be a one way street. If we find that goods delivered to our smaller stores are not selling or were ordered in too large of a quantity, we will allow them to ship the merchandise back to the main store for greater exposure.


Organization

It should be noted that the success of a centralized operation depends upon the organization of your staff and the flow of paperwork. A computer that can handle merchandise transfers is very important to keep the integrity of each store's inventory. Each location is responsible for their shortage numbers, and keeping each store's stock separated helps to narrow down any problems that might occur. The computer also helps accounting function smoothly by creating a more accurate record than manual recording. We currently have over 10,000 active sku numbers which translates into a very large inventory to monitor. It's very important to us to keep our records accurate.

Conclusion

Living in a centralized environment has become a way of life for the Northrop Aircraft Division Employee Stores. I feel we would not have had the chance to expand the business if we were not operating centrally. As the store manager, centralization helps me keep an eye on every aspect of the store operation since all of the critical functions reside in the same building. This allows me time to obtain new vendors and build a merchandise mix that meets the needs of my customers.

Finally, a note of caution. You must allocate enough time to the satellite stores. These stores are as important as the main store and project an image of your operation. It is important to staff the remote locations with responsible, self motivated employees that can manage their independence and

present a good image to the customer. It is also not appropriate to use these stores as a dumping ground for old and markdown merchandise. You must always try to keep these stores looking fresh and stocked with the newest merchandise to encourage customers to shop there as well as keep your employees motivated. 

Darryl W. Heath is the manager of the Northrop Aircraft Division Store.

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The Vanderbilts did it...E.F. Hutton did it...Even Aristotle Onassis did it...Though none probably did it in their bare feet. What today's less affluent travelers have in common with these rich and famous folks is the ability to cruise on majestic private sailing vessels previously owned by these and other legendary figures.

Adventure and Romance on the High Seas

Cruising the Caribbean aboard a Windjammer

Barefoot "Tall Ship" under full sail has

been gratifying the romantic fantasies of landlubbers for more than four decades. It was in 1947 when Captain Mike Burke, fresh out of the U.S. Navy, conceived the idea of the "Windjammer" cruise vacation in all its barefoot glory.

Since then, Burke has assembled the world's largest fleet of sailing vessels, each with its own unique, and sometimes unusual, history.

You may already be familiar with at least one of these ships, S/V Mandalay, from a recent American Express television commercial entitled "Mutiny." The storyline involves a couple in their 30's—weekend sailors who charter a bare boat to sail the Caribbean. Although the wife reluctantly goes along with her husband's dream vacation, they both find that it ends up involving too much work and too little enjoyment.

Enter Mandalay. Through the magic of their credit card, the couple is whisked away on the ship where they find their true dream vacation: A Caribbean cruise where they can combine their love for sailing with a relaxing getaway. The husband assists the ship's professional crew in sailing the ship, encouraged on this type of cruise, while the wife relaxes with a tropical drink in hand, which is also encouraged. Fade to sunset...

These cruises sail year-round, providing memorable, affordable vacations for would-be "ol'salts" of all ages—singles, newlyweds, retirees and families alike. Many people enjoy their first sail so much, they take another one. As one repeater put it: "The memory remains vivid long after the suntan fades."

Cruising Informality

Romance and the spirit of adventure aside, the unqualified enjoyment of selective participation cruises lies in its informality. Shipmates can become one of the crew while learning the ancient art of seamanship. They can attend an informal sailing class to see how the wind moves a large sailing ship, learn to tie a bowline and take the helm and try their hand at steering. Or, they can simply sit back, put their feet on the rail, read a good book or just watch the passing scenery. There are no penalties for laziness, pressure is nonexistent, and time is measured by the sunrise and sunset. They can also avail themselves to a multitude of informal social activities. Onboard these range from costume parties to limbo contests to crab races. Plus, there's onboard shopping for gifts and souvenirs.

Just as each ship in this fleet is unique in character and style, so are the onboard accommodations. Cabin types vary in location, shape, size and price. Most are suited to double occupancy. Bachelor and bachelorette quarters, designed for the budget-conscious traveler, can accommodate a family or group of up to six people. All cabins are air-conditioned and equipped with U.S. standard 110-volt AC power. Each double cabin also has its own private head and shower. Spacious Admiral suites and deck cabins are furnished

Fulfill a dream of sailing the Caribbean.

by Michael Vegis

with oversized twin beds, refrigerators and extra storage space.

Three full meals and two snacks are prepared daily in each of the ship's spotless galleys to match legendary seagoing appetites. Bountiful breakfasts are augmented with fresh-baked breads, rolls and pastries. Luncheons are informal buffets or beach picnics. Hors d'oeuvres are the order of the day at the sunset cocktail hour. Family-style dinners feature the chef's choice creations with dinner wines complementing these evening meals. There also are late-night snacks for those suffering from the "midnight munchies." Well-stocked bars provide your favorite libation, or you can try one of the regional rums or beers. They also maintain plentiful supplies of soft drinks for junior sailors and teetotalers.

Activities Ashore

Ashore there are hiking excursions, beach picnics, casual sightseeing and duty-free shopping in island boutiques and exotic local markets. And unsurpassed windsurfing, sailing, waterskiing, snorkeling and scuba diving in the sparkling waters of the Caribbean. As is the custom on these ships, you can do everything, or simply do nothing at all.

By contacting the Groups and Charters Department of a provider of sailing adventures, you can arrange for exclusive use of a sailing ship, fully staffed with a crew. A variety of ships are available for charters throughout the Caribbean with accommodations from 65 to 126. These vessels are based in such areas as St. Maarten, Antigua, Tortola, Grenada and Freeport.


Numerous small groups consisting of 15 individuals or more find a sailing vacation one of the best ways to bring friends and family closer together. Larger companies

with groups and charters find a voyage one of the very best rewards they can offer to productive employees or clients. Sailing on a majestic Tall Ship will be a memory which will last a lifetime with effects that will last forever.

Group and charter fares are usually reduced from May through the first two weeks of January for groups of 15 or more passengers. In general, complimentary tour escort berths are offered with each group, the number depends upon the size of the group. Black out periods include the last two weeks of January through the month of April, as well as, Thanksgiving, Christmas, New Years and Easter weeks.

Cruise Packages

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activities onboard, ashore and in the crystalline waters surrounding the more than 50 ports-of-call the fleet visits throughout the British Virgin Islands, West Indies and the Grenadines. But, with no cruise director, you set your own pace. You can do as much or as little as you want. Explore the Caribbean in a tradition long forgotten! 

Michael Vegis is the director of public relations for Windjammer Barefoot Cruises, Miami Beach, Florida.

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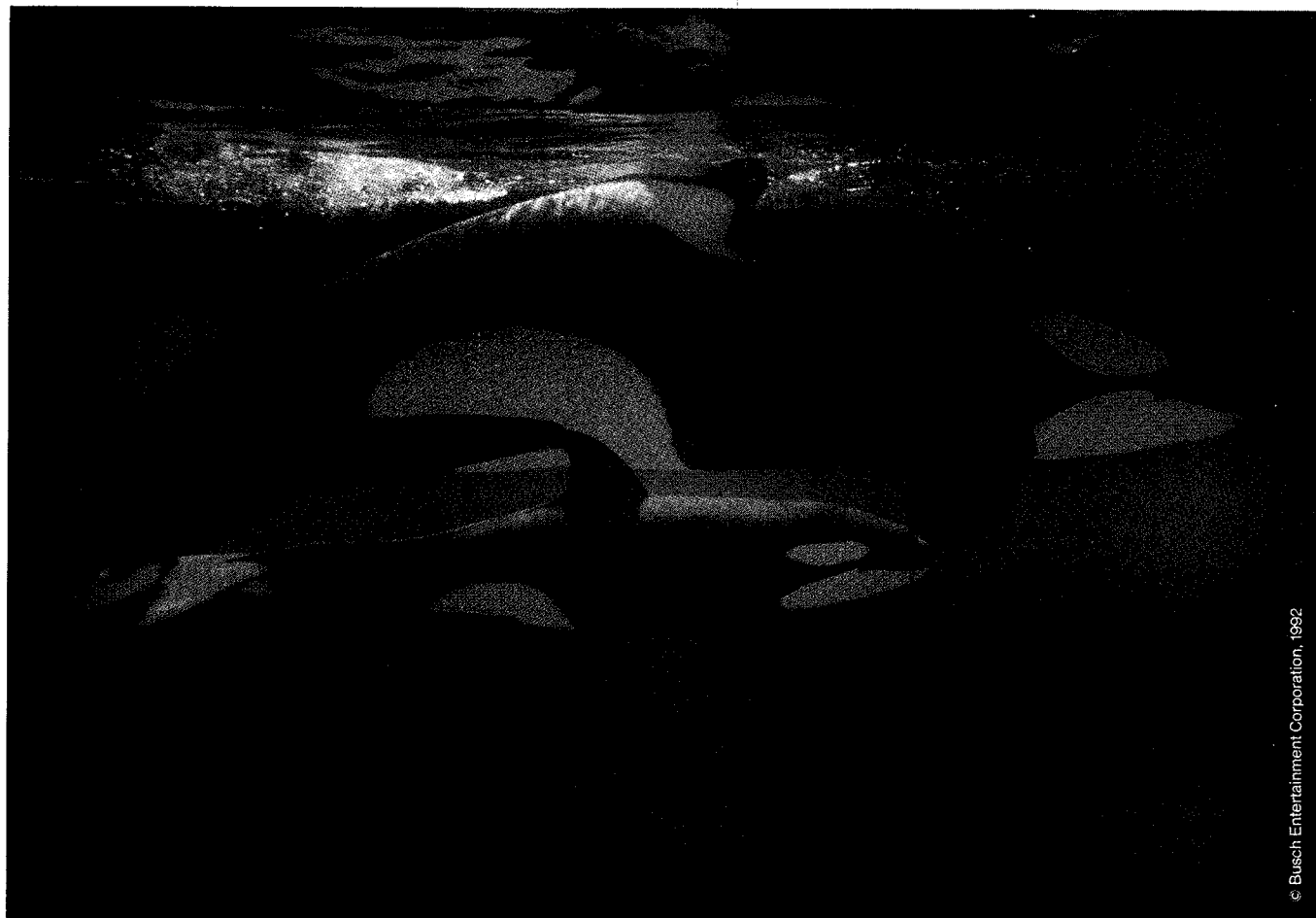
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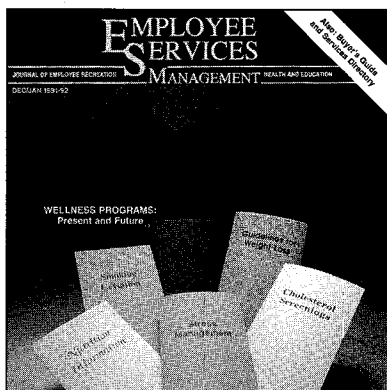
"America is a rapidly shifting mosaic of events, attitudes and ideas. No one doubts that we are in an era of tremendous change, but the problem of how to define and act upon the new trends is one that has perplexed economists, businessmen and politicians alike.

John Naisbitt, a one-time White House staffer for Lyndon Johnson and current chairman of the Naisbitt Group, has spent more than a decade utilizing an astonishingly accurate method to trace the course America has set for itself in the eighties. The ten pivotal trends [he] delineates are:

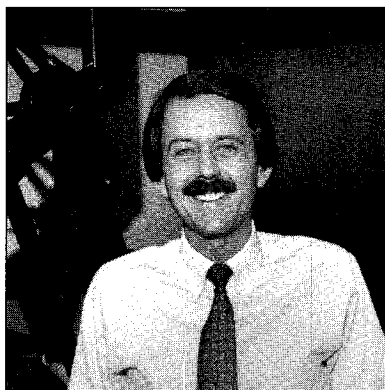
- The move from an industrial-based to an information-based society
- The move in the dual directions of "high tech/high touch"; each new technology matches a compensatory human response
- The move from a national to a global economy
- The move from a society run by short-term considerations and rewards to one that favors long-term planning
- The move from centralization to decentralization in government and business
- The move from institutional help to self-help
- The move from representative democracy to participatory democracy
- The move from hierarchal structures to networking
- The move by many Americans living in the old industrial cities of the North to the newer cities in the South and West
- The move from a narrow "either/or" society with a limited range of personal choices to a multiple-option society."

—from "Megatrends: Ten New Directions Transforming Our Lives," printed in the December/January, 1983 issue of *Employee Services Management*.

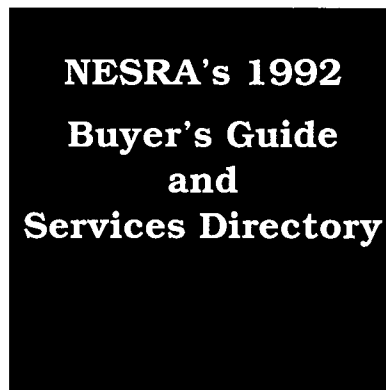
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EMPLOYEE SERVICES MANAGEMENT

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Wellness Programs: Present and Future

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by Jack Kondrasuk and Christy Carl

Wellness programs are now broader than the recreation programs of yesterday. Today these programs include fitness, recreation, health education, health prevention and other elements. The wellness program of tomorrow will be geared toward improving the individual physically, mentally and spiritually.

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An interview with 1992 NESRA President Scott Baker, CESRA

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Telecommuting Rare For Many Businesses

Only a few employees have the option of working at home or at a location other than the main worksite, according to the BNA-*HRNews* mini-survey on telecommuting. Only 72 *HRNews* readers responded to the survey, and less than a third of the respondents reported that their firms have workers who telecommute on a regular basis.

Response to the survey indicates that telecommuting is rare, but employers that permit regular off-site work appear to have similar arrangements and experiences. The impetus for most of the telecommuting arrangements, 17 of the 22 companies, was the employee rather than management. Nine companies hoped to retain employees, space shortages prompted eight firms, and six companies saw telecommuting as a way to increase productivity.

Only one employer hoped to reduce absenteeism and four companies began off-site work in an effort to reduce local traffic congestion.

Most of the firms' telecommuting arrangements appear to be informal. Only five companies have formal policies. Fifteen of the 22 respondents indicated there are no established eligibility requirements for telecommuting. Six companies require employees to have a minimum performance rating to be considered for telecommuting, one firm has a length-of-service requirement, and one other requires minimum tenure in the employee's current job.

Department heads must approve telecommuting arrangements at virtually all of the companies (19 out of 22) and 19 firms give management

the right to unilaterally rescind the option to work off-site.

A majority of the 22 companies with telecommuters provide their off-site workers with computer workstations, (16); reimbursement for long distance telephone calls, (16); office supplies, (14); separate phone lines, (12); fax equipment, (5); Post Office boxes, (1); courier service, (1); and other office equipment, (7).

Respondents claim telecommuting has boosted employee morale at 16 of the 22 companies. Ten respondents said their off-site work arrangements have improved productivity, and six have experienced lower employee turnover.

Only four respondents indicated a difficulty in supervising telecommuters, four indicated problems with evaluating these employees, and three noted communication problems.

The survey results suggest temporary work-at-home arrangements are more common than regular telecommuting.

Elderly Care Responsibilities

Nine percent of adults who are caregivers for parents regularly look after three seniors—caring for a partner's parents plus their own, a new study shows, according to *USA Today*. Sixty-five percent care for one parent; 26 percent care for two.

Other findings of the study:

- 69 percent provide up to \$250 a month to parents
- 52 percent have been caring for someone between 3-8 years
- 56 percent help more than 12 hours a week cooking meals, running errands, helping with checkbooks, giving medicines

- 73 percent say their parents' quality of life would deteriorate greatly without them.

The average age of caregivers is 50, says study co-author Robert Moskowitz. Of special concern are the 26 percent who care for both children and parents simultaneously. Three-quarters of caregivers are women.

Technology and Cooperation Brings Changes

In the next 10 years, oil prices will plummet, personal robots will appear in homes, and Canadian provinces will begin to join the U.S., according to two prominent futurists.

A combination of technological advances and greater international cooperation will make the world "a more peaceful and prosperous place in the 1990s than it has been in the decades since World War II," says Marvin Cetron, president of Forecasting International, Ltd., and science writer Owen Davies.

The world will no longer be influenced by the needs of ideological and military competition, but instead by the need to promote international trade and the well-being of the trading nations, Cetron and Davies note in their report "50 Trends Shaping the World," published by the World Future Society.

Here are some of the trends mentioned in the report: By the year 2000, oil prices will plummet to between \$7 and \$9 a barrel; personal robots performing cleaning and food preparation will appear in homes in the developed world by the end of the century; four eastern Canadian provinces will be absorbed into the U.S. by 2004, and the other Canadian provinces will follow suit by 2010.

Quebec will secede from Canada, probably in 1996; the Soviet Union will reorganize itself into a confederation of 15 largely independent states; the AIDS-causing human immunodeficiency virus will have infected up to 40 million people by 2000.

Anger Affects Heart Patients

Anger appears to cause a reaction in the blood flow of heart patients that is at least as severe as that caused by exercise, according to a Stanford University researcher who is measuring the patients' reactions with high-technology equipment.

This study measured heart functioning through a technique called radionuclide ventriculography, which measures ischemia through

ejection fraction and wall motion abnormalities.

Charles Benight, a doctoral candidate in counseling and health psychology at Stanford, is working on a second study with Dr. C. Barr Taylor, associate professor of psychiatry at Stanford School of Medicine and Dr. George Segall, assistant chief of nuclear medicine at the Palo Alto Veterans Affairs Medical Center.

The key to the examination is a medical imaging device called a PET (positron emission tomography) scanner that is able to show whether body organs are functioning normally.

Results from the second study will attempt to replicate what the earlier research showed. Increased perfusion for healthy people exposed to stress and reduced perfusion in diseased vessels for people with heart conditions.

Income Peaks in Households

Twenty-two million U.S. households, or 23 percent, had total incomes of \$50,000 or more in 1989, the Census Bureau says, reports *The Wall Street Journal*.

Among 20 million households with no wage earners, including many retirees, just 3 percent had incomes this high. Of the 31 million one-earner households, 13 percent had incomes of \$50,000 or more, which many marketing specialists consider the threshold of affluence.

For the 33 million dual-earner households the rate is 35 percent. For the 10 million households with three or more earners, 58 percent had 1989 incomes of \$50,000 or more. Even though this group is the most likely to top \$50,000, individual income is highest in two-earner households.

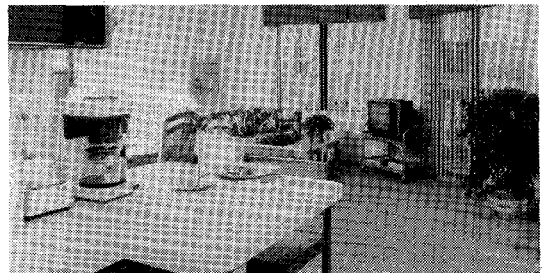


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The average per person income in two-earner households was \$15,316 in 1989, compared with \$14,443 for those with three earners and \$13,733 for those with four or more earners.

Choosing A Canoe

When buying or renting an all-purpose canoe, consider your number one interest: Flatwater marathoning, whitewater runs, fishing or casual paddling, says *USA Today*.

Canoes come in different proportions of width, length and hull shape and are made out of wood/canvas, Fiberglass/Kevlar, aluminum or polyethylene. Before World War II, only wood/canvas were available. Although responsive, they are now considered delicate.

Fiberglass/Kevlar boats are tough,

durable and strong. Kevlar boats are light and superb for racing. Aluminum canoes tend to be rugged, low-maintenance boats without much diversity of design. They are mostly wide with a flat bottom. Polyethylene canoes tend to bounce off rocks and are difficult to dent, making them appropriate for whitewater.

Workplace Privacy

"Is employee privacy—in voice mailboxes or computer files, for example—protected from the employer's eyes?" asks a recent issue of *Association Management* magazine. As the law stands now, employees have no automatic right to or expectation of privacy as it relates to the equipment of the employer.

If employers by word or deed,

action or inaction, might give employees grounds to believe and expect that the employer recognizes a right to privacy in the workplace, then the employer might be liable for invasion of privacy. This could occur in the following instances:

- Giving someone a private office with a door that closes or locks or tolerating restrictions the employee may place on who may enter that office and when;
- Assigning a file cabinet, with or without locks, that an employee has exclusive use of and access to;
- Dedicating a locker that the employee can secure by his or her own locks or other devices;
- Allowing employees to send or receive personal mail at the office;
- Allowing employees to keep personal property at work;
- Having written or unwritten policies that advise other employees

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not to go into others' offices or work spaces, remove anything, go into desk drawers, or open file cabinets;

- Giving employees permission to use office equipment for personal business;
- Knowing that employees routinely use office equipment for personal business and not doing anything about it.

If an employer needs to make clear to employees that they have no reasonable, legitimate expectation or privacy in the workplace then they must spell it out to avoid any misunderstandings.

Fat Fears

When working with employees in wellness programs or fitness centers, be aware of some of the common

fears of getting fat as described in *American Fitness* magazine and be sure to educate participants with the facts about gaining weight:

Fear #1—I'll get fat if I eat fat. Fat fearers commonly eliminate the obvious fats in butter, margarine, salad dressings and mayonnaise. If you are a fat fearer, keep in perspective excess fat calories are the culprit when it comes to a weight gain, a little bit of fat can appropriately fit into a carbohydrate-rich sports diet. Moderation is the key.

Fear #2—I'll get fat if I don't exercise. Exercise of course helps with weight control. Research suggests people who lose weight and successfully keep it off are those who maintain a regular exercise program. Exercise contributes to feelings of well being and these good feelings nourish you in a calorie-free way. Over-indulgence in food for comfort

is a major weight-gain culprit.

Fear #3—I'll get fat if I go to a party or eat out with my friends. Many weight-conscious people fear eating in social situations. They are afraid the food will have some fat in it, and they'll lose control and overeat. Research has documented that people tend to eat more in social situations because they may be confronted with food they are denied at home. Denial leads to binge-eating. Don't deny yourself at home.

Fear #4—I'll get fat with age. As you age, keep in mind creeping obesity is due to lifestyle changes that result in less exercise and more food. Since exercise maintains your muscle mass, and caloric needs are directly related to your musculature, your best bet is to keep active despite aging.

ES&R managers should be aware of unfound fat fears.



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Wellness Programs: Present and Future

Wellness programs today encompass much more than sports and recreation activities. Wellness programs of tomorrow will be even more inclusive.

by Jack Kondrasuk
Christy Carl*



It has been stated that peoples' lifestyles contribute significantly to the top 10 leading causes of death in the United States. Unfortunately, in a number of ways the healthiness of lifestyles in the United States has deteriorated as people have become more sedentary (Matarazzo, Weiss, Herd, Miller, & Weiss, 1984). The

Center for Disease Control stated that the chance of getting coronary heart disease is much greater from a sedentary lifestyle (59 percent) than the much more ballyhooed high blood pressure, smoking or high cholesterol risk factors (10-18 percent) (Powell, Thompson, Caspersen, Kendrick, 1987).

Healthcare costs have been rising at about a 20 percent rate (Harrington & Richardson, 1990). Companies are trying frantically to control those costs and stay competitive in the global marketplace.

So...enter the panacea. Yes, we have heard a lot about wellness programs solving all kinds of individual and employer problems. There have been statements made that wellness programs can reduce absenteeism; lower direct medical/hospital/healthcare claims and costs; reduce turnover; lower the number of sick days taken; increase the public image of the company in the community; make the company a more enticing place to work for present employees and potential job applicants; lower accidents/injuries/deaths; reduce union grievances; minimize unfair discrimination cases; produce higher morale; reduce stress and burnout; develop better strength/endurance/flexibility; reduce obesity; produce better sleep habits; result in less fatigue on the job; reduce back problems; lengthen life span; produce better nutritional habits, improve decision making; and increase employee productivity.

In this article we would like to look at where we have come from, where we are now, and where we are likely to go in the future with wellness programs. We will look at the extent, effects and innovations in wellness programs.

What do we mean by "wellness programs?" The term is difficult to define because it has been used to refer to programs that are very different from each other. Wellness programs can be defined as those activities designed to encourage the long-range practice of positive health habits among employees. (*Health Cost Management*, 1987).

The main components of wellness programs are usually physical, often emotional, and sometimes social, environmental, and spiritual health.

The typical wellness programs include one or more of the following subcomponents as possible activities:

- Screenings, health risk appraisals (HRA): Blood pressure, weight, body fat, pulse, diabetes, AIDS, cardiovascular diseases, cancer and mammography, lifestyle and environmental questionnaires.
- Exercise programs: Endurance/cardiovascular/aerobics, strength training, flexibility.
- Education/awareness and possible interventions: Stress reduction, smoking cessation, obesity/weight control, lipid control, back pain, blood pressure hypertension reduction, retirement and pre-retirement counseling, pre- and post-natal education, employee/ family counseling emotional issues, relaxation programs/meditation, producing healthier environments (like healthfood in vending machines).
- Developing healthful skills, behaviors: First aid, CPR use, back injury prevention, increasing seat belt use.

The Past

In the 1940s and 50s the term most related to this area was "recreation programs." In the 1970s we were greeted with "physical fitness programs" being the "in" thing. In the 1980s we heard about "wellness programs" and "health promotion programs."

In about 1980 in the United States, articles were estimating the number of wellness programs at about 50,000. This was taken to mean employer-sponsored wellness programs. There was a tremendous expansion in the number of wellness programs since 1975. Kondrasuk, Houston, Johnson, & Berger (1984) found that 75 percent of all the physical fitness programs started since 1975 with only 7 percent starting before 1965.

We presently use some of the same terms such as "wellness programs" and "health promotion programs." However, we have added new terms such as "health maintenance," "health intervention," and "occupational health promotion" programs.

Now it has been estimated that there are about 50,000 wellness programs in companies with at least 100 employees in the United States (Conrad, 1987). That figure sounds remarkably similar to the 1975 figure! Actually, we just don't know! There are no comparable and thorough studies. One of the better studies may be the Fielding study (1989) that found 65 percent of the companies in his survey (of private sector worksites with at least 50 employees) had wellness programs. A survey reported in a 1989 issue of the *American Journal of Public Health* found about 67 percent of firms under 50 employees surveyed offered some health promotion activity.

Some state that there are fewer types of offerings now. Some say there are more. For instance, a national survey reported in the January, 1989 *American Journal of Public Health* stated that more than 50 percent of the components in wellness programs were less than five years old.

Typical Programs

Health promotion programs come in many varieties now, but they generally range from awareness programs (such as health risk screenings) to awareness and extensive interventions such as building elaborate fitness centers and offering extensive screenings, lectures, courses, etc.

Let's look at a generic example of a comprehensive wellness program. It would begin with a health risk appraisal (e.g. cholesterol, body fat, blood pressure) and a life style questionnaire. The results would later be fed back to the participant so that he would know what his risks were and how to change his life style to reduce

those risks. Classes, self-help kits and individual consultation would then be offered to participants. Such interventions might include weight loss programs, stress management classes, aerobic and weightlifting training, nutrition lectures, blood pressure control programs, and smoking cessation lectures and support groups. On the other hand, some wellness programs are much smaller and may only offer one or two of the preceding such as a simple blood pressure screening and provide literature on the dangers of high blood pressure and how to lower it.

It appears that most programs offered are low budget presentations and periodic HRA's while informing employees where to go in the community for other elements. Most seem to offer their programs on the employee's rather than the employer's time. An exception is L.L.Bean's program where they inform their employees of the wide range of activities in their community and then allow their employees to take time off from work, with half the expense paid for by the company to attend the activity.

Many times employers are offering incentives to employees for behaving in ways the employer judges to be a healthy lifestyle. For instance at Coors Brewing Company, employees who do not smoke qualify for better, lower premiums on supplemental life insurance. Other employer-initiated incentives for employees to engage in healthier behaviors include: Putting employees on flextime work schedules so they can arrange time to exercise, distributing free healthy foods (like popcorn and fruit) to employees at work, installing showers and bicycle racks at work, giving prizes (like cash and merchandise) to employees who exhibit healthy behavior.

There appears to be a growing business in small specialty vendors that provide or coordinate wellness program components for a number of companies that purchase those services from them.

Relation to EAPs

Employee Assistance Programs (EAPs) and wellness programs are both human resources management strategies designed to have mutual benefits to both employees and employers. Health promotion generally utilizes primary prevention techniques to present future problems and change physical health risk behavior while EAPs are more focused on fixing present problems by providing assistance to emotionally-troubled employees and addicted employees. EAPs seem to be more structured in their treatment approach and modalities. However, there is overlap in some cases with both programs possibly offering programs to control alcohol/drug abuse or stop smoking programs. One study (Blum, Rosman, & Patrick, 1990) found 83 percent of worksites reported having at least one of nine possible health

promotion activities in their EAP offerings. It would seem that, by combining the two programs, they could both be more efficient and not require double staffs and other resources.

Effectiveness

About eight years ago an article was published in *Employee Services Management* (Kondrasuk, et al., 1984) that indicated most employer fitness programs mainly judged success by looking at changes in individual health such as "better health," "better strength or endurance," "fewer overweight," etc. rather than at company bottom-line financial results such as "lower workers' compensation costs," "less absenteeism," or "lower health insurance premiums." Today there is more, but not total, emphasis on company financial results. For instance, we read about Coors stating that for every dollar they spent on wellness, they saved \$6.15 (Caudron, 1990).

Control Data's "Staywell," Johnson and Johnson's "Live For Life," programs by various Blue Cross/Blue Shield organizations, the Canadian Life Assurance program, New York Telephone's program, and various other programs have received notoriety through the literature. Those successes have been played and replayed many times. So is that the way it really is—wellness programs are very effective? Kondrasuk has collected about 200 research studies on the effectiveness of wellness programs. About a third of them are true experiments and quasi-experiments or experiments lacking full controls—by far most being of the latter designation. The rest were case studies, correlational studies, surveys, or secondary sources. Of the quasi- and true experiments the following information was found as the result of employer wellness programs:

- Absenteeism decreased 18-141 percent
- Blood pressure decreased 2-28 percent
- A reduction of major medical claims costs of 26-68 percent but...an increase in number of major medical claims filed in about half the cases.
- A 5-17 percent reduction in cholesterol typically.
- A 30-50 percent reduction in smoking.

A recent study by Fries on Healthtrac (Harrington & Richardson, 1990) showed that health risks can be changed for retirees as well as present employees.

What Is Most Effective?

Some components of wellness programs seem to be more effective than others. For instance, Flinn and

Kondrasuk (1989) found that smoking cessation and hypertension reduction programs had more direct payback to the employer than did some other wellness program activities such as nutrition and weight-loss programs.

It also appears that more is better. An analysis of the most successful smoking cessation methods utilized by physicians with their patients shows that the most effective methods involve multiple interventions by multiple practitioners administered over a longer period of time (Kottke, Battista, DeFries, & Brekke, 1988).

It seems logical to assume from what we know at present that programs that only offer screenings and no follow-up or education programs with no individualized counseling/attention are not as effective as they could be and may be no better than a physician telling a patient "you should exercise" or giving a smoker a pamphlet on lung cancer.

Individualized Programs

At least one researcher has found an individualized approach has far greater impact and results than a generalized program, even in small companies (Erfurt & Hultyn, 1991). The types of interventions which appear to have more impact on outcome measures such as behavior change and cost effectiveness include: Initial screenings or health risk appraisals which include actual measurements of blood pressure and cholesterol rather than estimates, personal assistance with completing health questionnaires and immediate opportunity to sign up for activities of interest. Employees found to be "at risk" because of their health status need to have the most focused interventions. "Reluctant" employees at high risk can be recruited into wellness activities by utilizing aggressive outreach and follow-up via phone calls and personal visits by trained wellness staff members. Providing a variety of wellness interventions allows at-risk employees to choose an activity that meets their needs and lifestyle.

Some people do not like classes, or it may be difficult to find enough people at any one time to fill a class in a small workforce due to individual differences in schedules, interests or needs. Erfurt and Hultyn (1991) propose offering a "menu" approach to at-risk employees; it includes: 1) Guided self-help strategies, 2) personalized, one-to-one interventions, 3) personalized, mini-group interventions and 4) full-group interventions or classes. In order for change in health behaviors to occur, continued follow-up on an individual basis with specific strategies developed must occur. Traditional health improvement classes without personalized follow-up may create awareness, but will probably not create consistent behavior change. Certainly this has been demonstrated in the smoking-cessation programs (Elixhauser, 1990).

The Future

There appears to be an increasing number of newer and better ways to increase wellness. Bank of America has a nurse call those trying to quit smoking to offer support/follow-up. Bonne Bell encourages employee exercising by allowing an extra 30 minutes at lunch for exercising, considering workout clothes to be acceptable attire for wear after lunch, and providing exercise clothes for employees at cost. L.L. Bean "splits" the cost of attending certain wellness program activities such as studying first aid or stress reduction programs by considering half of the attendance time paid work time. That company also encourages outdoor activities by providing free loan of canoes, tents, sleeping bags and similar equipment. One of the leaders, Bob Jacobson and the Safeway plant in Clackamas, OR, has mandatory health promotion classes for employees; topics include humor (learning it's O.K. to play), and communications (dealing with conflict).

The future will probably see more emphasis on the results than the process. Rather than rewarding employees for the amount they exercise, we will more likely reward them for results that are more directly related to the employer's "bottom line" such as lower workers' compensation costs, less absenteeism due to "sickness," and lower employee medical costs. A few companies have been and are doing this now. For instance, Quaker Oats Company provides cash bonuses to employees who stay healthy—about 10,000 Quaker employees received an average bonus of \$150 in 1987.

Rewarding results of lowering job-related injuries and less absenteeism will help the bottom line in the short term, but what of the long-term bottom line effects? If we encourage employees to lead healthier lifestyles and be generally healthier, we generally increase their life-span too. So with people living longer, the employer's retirees will be drawing on their retirement benefits for longer periods of time. If the company offers, and the retiree elects, a monthly payout rather than a lump sum payout, pensions will be paid over more years. Retirees that have continuing medical/dental-care plans will use them for more years. Will they have fewer claims because they are relatively healthier, or will the greater number of years in using the benefits cost the company more total money? Retirees that have lifetime passes or discount benefits for their employer's products or services will add to expenses and cut into profits. Does that mean that producing healthier employees now will cost the employer more money later because they will live longer and use more employer-paid benefits?

Employers will be less likely to provide expensive on-site wellness facilities but instead use community resources and vendors specializing in wellness programs. A smaller percentage of companies will invest millions of

dollars in building exercise facilities like Kimberly-Clark did in the 1970's.

But the preceding may just be minor elements of change in the overall scheme of things. In wellness programs, education and facts are not enough. Health behaviors are difficult to change and rooted in much more than simple habits. To stop smoking means to give up a powerful, relaxing, yet energizing drug, and finding new ways to cope with stress, perhaps finding new people to associate with and perhaps dealing with emotional issues mitigated by the effects of nicotine. To lower one's blood pressure may mean to deal with one's work addiction and the life problems it helps one cope with or to lose weight which is related to a childhood abuse issue.

Conclusion

The main future gains of wellness programs and health promotion programs will be dependent on recognizing the uniqueness and holism of every individual and thus be built on a system where all forms of health (e.g. physical, spiritual and psychological) will be addressed concurrently. Employees will each have the opportunity to develop with an ever-expanding focus. Until we recognize that treating symptoms and diseases with more and more technology does nothing to decrease the human and financial costs of medical care, little will change. We cannot continue to pour billions of dollars into treatment rather than prevention and expect there to be fewer diseases and lower medical costs.

However, prevention which focuses purely on physical dimensions is doomed to failure as well. The research emerging in the field of psychoneuroimmunology shows strong support for the notion of interconnection between body, mind, and spirit. A giant leap forward will occur when health promotion professionals recognize that a low fat diet and regular exercise plan do not necessarily make a happy, healthy and productive employee. A truly healthy employee is one who treats his/her body well with good food and exercise out of profound self-respect, who works in employment which meets his/her basic needs (intellectual, social, physical), and is at peace with themselves and their relationships.



Jack Kondrasuk is an associate professor at the School of Business at the University of Portland (Oregon). Dr. Kondrasuk has conducted a national survey and other research in the wellness program area for about the last 13 years.

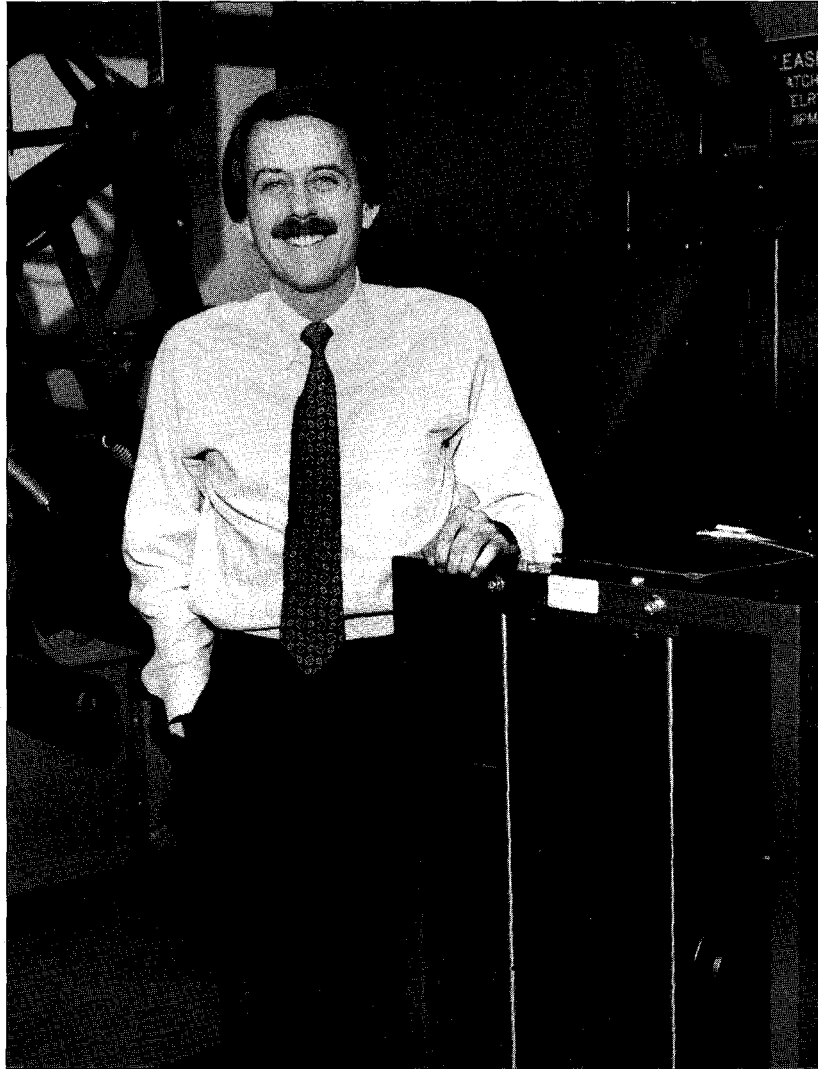
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A Time of Opportunity for the Employee Services Professional



**An Interview with NESRA'S 1992 President,
Scott Baker, CESRA**

ESM: What do you enjoy in your spare time?

BAKER: Like many of us, I wish I had more spare time, and am often being accused of spending too much of my spare time at work...I do enjoy working around the house renovating "My Olde House," keeping the pool clean for my daughter and her increasingly large group of friends during the summer, skiing, golf and in the past year, have rekindled an old hobby: I built a model railroad layout in the basement.

ESM: How did you get involved in employee services and recreation?

BAKER: That is a very interesting question, but one which I am very proud of. I really became involved in the field as a youth, participating in recreation programs at Eastman Kodak Company and as I grew older, at the YMCA. My Dad, an employee at Kodak, utilized their employee recreation programs on a regular basis and was actively involved in a volunteer leadership role both at Kodak and the YMCA.

My participation in YMCA programs, part-time employment and volunteerism really convinced me that I wanted to be in the "people business" and at that time in the field of recreation. Between the ages of 12 and 20, I worked at the Y in more capacities than I can remember, i.e., Day Camp Counselor, Receptionist, Lifeguard, Day Camp Director, GraY Leader, Custodian, etc. I guess I just loved what I did, and with the support of my Dad, and first professional mentor, Bill Hallett, from the YMCA, I decided to attend Springfield College and pursue a career in the YMCA. That experience exposed me to the humanics philosophy of the YMCA, but also the other opportunities within the field of recreation. In my junior year, I elected to participate in a one year Internship Program, and was fortunately selected by Xerox Corporation and their Recreation Services Organization in 1976. In the course of that year, I realized that my interest in the YMCA was significant, but real interest for the future was with the industrial or corporate sector of the field.

I returned to Springfield College in the Fall of 1977 and after spending six weeks reacclimating myself to college life, was offered a position at Xerox Corporation. I completed my undergraduate studies during my first year at Xerox, have been there ever since, and still believe it was one of the best opportunities and best decisions I have ever made.

ESM: What are your responsibilities at Xerox?

BAKER: I am currently the Manager of the Xerox Health, Fitness and Employee Services (XHFES) organization in the Rochester, New York metropolitan area. This organization provides programs and services in

the areas of employee services, recreation, physical fitness, health education and retiree services to all Rochester based employees (14,000), retirees and family members, and within all U.S. and Canadian field locations not supported by other XHFES operations. I am also responsible for the administration and coordination of the Xerox Recreation Association, Inc. financial operations in Rochester, New York, El Segundo, California and Stamford, Connecticut.

Our organization has three major employee services and health/fitness facilities in the Rochester area, including a 30,000 square foot Recreation and Fitness Center in Webster, New York. which includes a fitness center, Employee Services Office, gymnasium, racquetball courts, conference/training rooms, men's and women's locker rooms, and is situated on 60 acres of landscaped grounds which include four lighted softball fields, soccer fields, tennis courts and one mile jogging/walking trail.

ESM: What are the reasons a company should sponsor an employee services and recreation program? Are these reasons the same during secure and insecure economic times?

BAKER: This is one of the most frequent questions an employee services professional is asked and sometimes one of the very most difficult to answer in a quantitative fashion. Yes, there is some data which supports our organization's efforts in increasing productivity, decreasing absenteeism, enhancing retention, improving opportunities for recruitment and impacting employee satisfaction. Yet the most realistic rationale for supporting employee services programs has come from a host of CEO's and upper management when asked this very same question...*Because it is the right thing to do.* Our business directly supports each of our companies' number one objectives, customer satisfaction and employee satisfaction. Everything we do enhances our companies' number one asset...our fellow employees. I believe we support the basic values of American business today and we will be a key ingredient in the future as we strive to become increasingly more competitive and effective in meeting the challenges of society and business in the 90s.

So many of our peers in the profession are struggling with the economic environment of our corporations today. Although we have been through these situations before and will certainly face them again in the future, it is during these difficult times when our services to employees realize significant increases in participation, especially during a weak economy and employment reductions. We have survived the bad times in the past, and most times improve our position within the business structure. I honestly believe that we can survive, because we are an asset to our customers and are perceived as a

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real benefit to them. The differences today are that unlike our other benefits, employee services continues to give increasing service levels, impacting employee saving and enhancing the quality of life for every customer we serve. It is during those periods where we are asked as employees to contribute more to health care, accept smaller increases, assume greater responsibilities and weather the storm of the economy, that our business flourishes and, our customers and corporations realize just how important our services really are.

ESM: What do you perceive is ES&R's "niche" in an organization? Part of human resources? Community relations/PR? Its own entity?

BAKER: I strongly believe an employee services organization is most effective when it is a part of the corporation's services division or group. By services division I mean, those organizations which are purely in business to provide and administer services to and for employees.

However, within this structure, our employee services organizations must continue to utilize the philosophy of an employee association in order to manage the activities and services provided employees. The employee association allows our organizations to be even more effective and provides the opportunity to strengthen our position within the business.

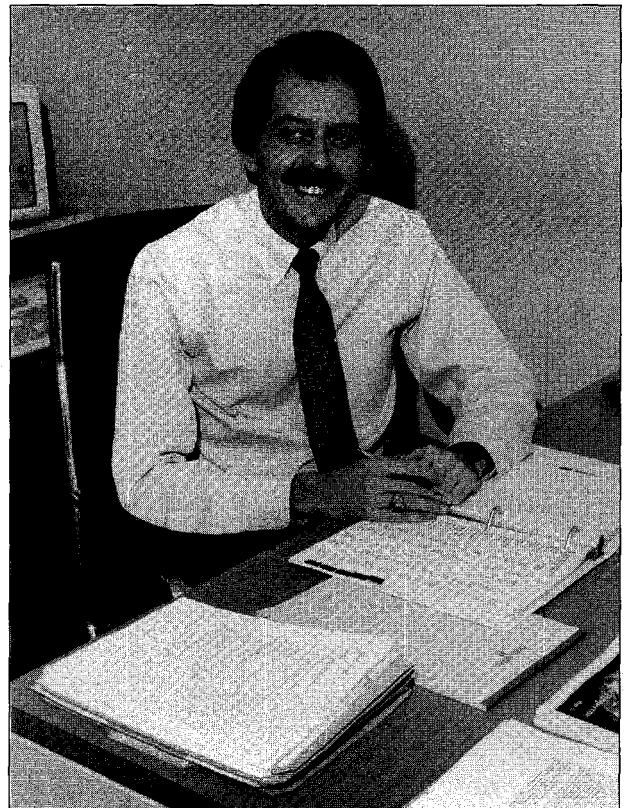
ESM: How do you feel employee services and recreation should address the needs and interests of a changing workforce?

BAKER: I believe that employee services' role can and will become more significant with the dramatic changes taking place in the workforce and society. However, we must remember that the changing workforce will impact our organizations much more dramatically than many of us think. The societal changes within the workforce are already impacting our corporations and the level and quality of the services we provide...and will continue to do so. We will be asked to meet these challenges in a business fashion to support the corporation's goals and be a significant force in improving employee satisfaction.

Quite frankly, I think the changes taking place in society and within the workforce (education, aging workforce, volunteerism, etc.) may prove to be the single most powerful rationale and opportunity for our organizations to experience growth and become an integral part of the corporation's human resources objectives. The employee services professional must be prepared to accept these challenges, think "out of the box" and look at the global role our organizations can play in meeting these dramatic changes.

ESM: How do you feel ES&R helps balance work/family responsibilities?

BAKER: A high quality, comprehensive employee services organization can provide a significant reduction in the barrier a corporation can create between work and family. Work and its definition are drastically different



today than it was when we were youths. It is not only that the employee must devote more time to their employer, but today's family has both parents working, each striving to meet their respective employer's requirements and maintaining the standard of living they want to provide their families. Employee services can certainly bridge this barrier by providing services for the family to participate in together, enhancing the family loyalty to the corporation, contributing to their quality of life and beginning to once again adopt the philosophy that the employees' family is as much a part of the corporation as is the employee.

ESM: What is your perception of the value of volunteering to serve on a NESRA committee? What advice would you give to encourage others to become involved in NESRA.

BAKER: Volunteerism has always been an important part of my life and I believe that it is an obligation for each of us to give our time and energy to those causes on a local or national level that need our support.

Volunteering on a NESRA Committee on a chapter, regional or national level is one of the most rewarding opportunities a member of the profession can experience. It is our opportunity to improve the profession, strengthen the association and make a difference by sharing your knowledge, views and ideas. I would urge everyone to become involved and contribute all you have to give.

ESM: You've attended over a dozen national and regional conferences. What does an experienced member like yourself gain from these conferences? On the other hand, what can a novice expect to learn?

BAKER: A NESRA National and/or Regional Conference and Exhibit is by far the ultimate opportunity. As an attendee, you will have the most educational experience one could imagine, networking, gaining insight on trends, solving problems which have already been faced and meeting those, our Associate Members, who help us do what we do...provide quality, cost effective and unique services, products and programs to our customers. For the first timer, be aggressive, get involved, ask every question and more importantly, feel a part of NESRA and know that you too are contributing to the profession, and have answers to questions and input on trends that other attendees will benefit from.

ESM: What ingredients are needed to put together a winning combination for NESRA?

BAKER: NESRA is the oldest human resources association in the nation and has built a remarkably strong foundation within the field of employee services and recreation, and has the respect of the other

associations representing the human resources field. As NESRA moves into the 90s, it must challenge itself to broaden the scope and perception of the field and those of us within this field. NESRA must also develop a new core of leaders, attracting the employee services members at the local level to volunteer and become a part of the process. NESRA is well positioned to become an integral part of the human resources profession as we work our way through the 90s and must continue to pursue those opportunities that will attract and serve the new employee services professionals of the future.

ESM: As the cliché states, "Hindsight is 20/20." What are some important things you have learned?

BAKER: I think Donny Conn said it best at the 1991 National Conference and Exhibit in Las Vegas, "Whatever you do in life, don't just involve yourself, you've got to commit yourself. Find what you do best and commit yourself." I believe that you must strive and push yourself to grow, if it's worth doing, then do it right and challenge yourself, be aggressive and take a risk, and don't forget to listen to those around you, it is our collective input that will make a difference.

ESM: What goals do you plan to accomplish during your Presidential term?

BAKER: My major objective in 1992 will be to begin the process of positioning NESRA and the employee services profession as an integral part of the human resources profession. I would like to see us redefine employee services and recreation, and begin to think much more globally as to what our organizations provide in services today and how we can position ourselves for those services we will provide in the future. Our organizations are so much more than we give ourselves credit for. We are not just the company picnic and softball team, these programs are just a small part of the Employee Services Profession. Our organizations provide health education (wellness), physical fitness, employee stores, discount services, service awards, food service, employee assistance, recycling, preretirement counseling, community service, dependent care, retiree services, non-job related education, and recreation to name a "few." I hope to emphasize our importance and professionalism and begin the process of capturing new service areas that our organizations can manage and administer, like retiree services, education, volunteerism and family programs and services.

I also plan to build on the significant accomplishments of the past administrations, and continue to work towards the objectives developed in the Strategic Long Range Plan. In 1991, Bob Pindroh and his Board of Directors began to take a very serious look at our future and what we need to aggressively move forward. I hope we can

continue to challenge ourselves and position the Employee Services Profession as a leader.

ESM: What do you see different in ES&R from when you started 14 years ago?

BAKER: My first reaction is...has it been that long! But seriously, I think we are seeing the scope of our profession grow dramatically, our image as a professional has improved and the respect we have as business people is now being realized. Demographically, the profession is no longer made up of just the full-time professionals, now the majority of the professionals in the field are multi-hatters and volunteers, more are women than men, and since 1977, our efforts are truly being viewed as a benefit. I think we have really come a long way.

ESM: What are your thoughts regarding retiree services?

BAKER: I believe that the aging workforce is a tremendous or "golden" business opportunity for employee services. By the year 2000, more people will be over the age of 55 than will be teenagers. For our organizations, supporting and providing services to our retiree population will become a necessity. This group of customers will be much younger than past retired populations and will expect a variety of services and programs to meet their needs. They are an invaluable resource, willing to be involved, volunteer and remain a part of the corporation that supported them and their families for so many years. It is my hope that in 1992, NESRA and the employee services profession aggressively develops services and programs designed for the retiree.

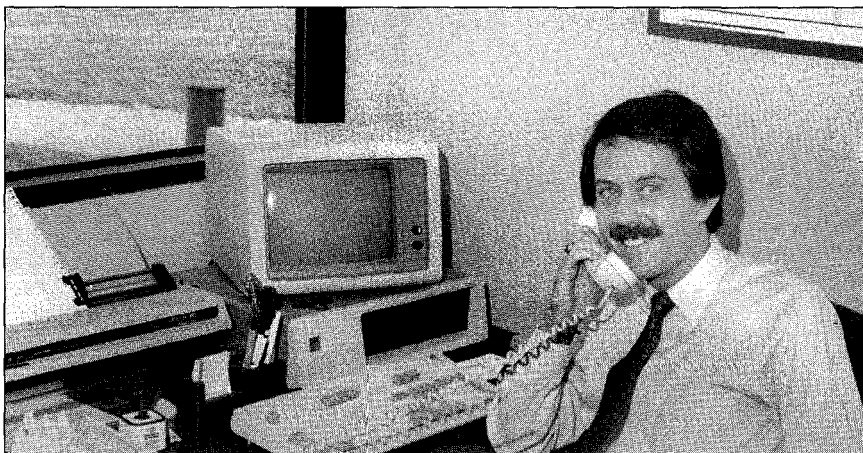
ESM: Xerox recently administered an employee needs assessment survey—can any conclusion be drawn of the results at this time?

BAKER: At present, the results from the Xerox Needs Assessment are being tabulated, but I can tell you that the response has been significantly better than we had expected. In the first week, nearly 25 percent of those surveyed had returned their completed Needs Assessment. It appears that we will exceed the planned return rate of 35 percent. This project is very unique. We sampled employees at Xerox locations in Los Angeles, California; Dallas, Texas; Leesburg, Virginia; Stamford, Connecticut; and Rochester, New York. Data

was gathered on the employees' assessment of the employee services we currently provide, how they face the many challenges in society today, and what they would like to see in the future from our organizations. Xerox hopes to share the results of this Needs Assessment with the NESRA membership early in 1992.

ESM: How have employees' interests changed over the past 14 years?

BAKER: In my opinion, the interest of employees has changed dramatically since I began at Xerox in 1977. I think they are much more informed as to what is available, they demand quality and exceptional service, and expect to save money when they participate in our services and programs. However, I think employees are also dissatisfied in their business environment. Most corporations are devoting a great deal of time and effort to improving employee satisfaction, being more open and honest, and affording employees more involvement in the decision-making process. I think the employee services organizations have and continue to support the corporation's efforts to improving employee satisfaction.



ESM: What lies ahead?

BAKER: I firmly believe that the *Employee Services Profession* has tremendous opportunities ahead, if, the Employee Services professional can think and create globally—beyond tomorrow; take advantage of the wide spectrum of interests and needs our customers have; provide the highest quality and most cost effective services possible; manage their organizations as a business and continue to strive for our number one goal, enhancing our Corporations' #1 asset...the employee! ☺

Trends In Benefits

Employers are moving toward offering flexible benefits to meet the needs of a diversified workforce.



by Linda Tornburg

The history of employer-provided benefits within the United States is a story of increasingly innovative programs, complicated legislation and attempts by both the federal and state governments to help enhance the lifestyles of workers. Employers have become increasingly enlightened since pensions were established for war veterans in 1818. In 1991, employees have more

employer-provided benefits than at any previous time in the United States. But the cost of benefits at a time when many companies are trying to be more competitive in a global market is causing large employers, who traditionally offered the best benefits, to rethink their benefits packages. As the costs of health care continue to accelerate alarmingly, companies are looking for ways to

tailor benefits to the individual while holding down costs. This trend incorporates the employer's recognition that good benefits are necessary to attract the best workers in a labor market producing fewer younger workers, and meets the employer's concerns about the bottom line.

Meeting a Variety of Needs

One of the most popular ways to tailor benefits to individual's needs is the cafeteria style benefits plan. Employers that have implemented cafeteria plans offer employees a menu of benefits to choose from. Employers spend a fixed amount of money for benefits and employees choose those which have the most value for them. The cafeteria plan is especially valuable for families where both partners work. At almost three fourths of the companies that offer such plans, employees can waive their medical coverage if they are covered by a spouse's plan, and choose richer benefits in other areas. Because health care represents a significant portion of the amount employers pay in benefits, an individual who is covered by a spouse's policy can have a very rich benefits plan if health care is excluded.

Cafeteria benefits plans are designed to provide the types of benefits employees need at the stages of their lives that they need them most. The Conference Board, a national organization which studies corporate policy, has identified eight possible stages during the life cycle of an employee. These are: The new worker; the recently married worker; the worker dealing with pregnancy and adoption; the worker experiencing child rearing; the recently divorced worker; the worker concerned with eldercare for parents or other relatives; the worker at retirement; and the worker at death. Components of a typical cafeteria plan include such things as childcare, counseling, flexible hours, long-term care insurance, life insurance, relocation help, and numerous variations in health care insurance.

Some employers have added a flexible spending account as part of their cafeteria plan. With this program, employees elect to have a certain amount of money taken from their paychecks to fund health care insurance, life and disability insurance, unreimbursed medical expenses, or dependent care. This money is deducted before taxes, making the employee's dollars go further. Employees need to plan well, however, because any money which remains in the employee's account at the end of the year may be forfeited.

A recent survey by the consulting firm of Hewitt Associates found more than half of those companies that started a cafeteria program in 1990 said increasing employee understanding of benefits was a key objective. The survey also found that employers implement such plans to control costs, especially medical costs.

Health Benefits

Employers who look at total benefit costs usually find the costs associated with health care insurance are by far the most expensive benefits a company provides. Many companies are attempting to control these costs through avenues other than cafeteria plans. Wellness programs are one such avenue. Although not a new idea, wellness programs have gained popularity over the past few years, as employers realize that healthy employees will cost fewer dollars in health care related expenses and also will be more productive.

According to wellness expert Larry Chapman, wellness programs are "organized programs intended to assist employees and their family members in making voluntary behavior changes which reduce their health risks and enhance their ability to perform." They may include such aspects as communicating health facts through wellness newsletters or tips in payroll envelopes; such health management activities as health and fitness testing, cholesterol monitoring, and a benefit advice line; and such group activities as smoking cessation classes, weight loss competition, walking clubs, aerobics sessions, and wellness contests. Chapman is in favor of those programs which are structured to provide positive incentives for staying healthy, such as bonus points for losing weight or quitting smoking, that go into a benefits account and may be used for time off or other rewards. He prefers these to measures which punish employees for harmful behavior, such as increased health insurance copayments for smokers. The latter, Chapman says, are not nearly so effective in changing behavior and tend to produce hostility in those they are directed against.

Similar to wellness programs in some respects, because they also try to focus on preventing illness and increasing productive behavior, are Employee Assistance Programs, which offer various mental health counseling options. EAPs became popular in the 1980s, as companies realized that many of their employees needed help with marital troubles, addiction, and grief and trauma. Once again, considerations of productivity and reduced medical costs enter the picture. Larger companies that have seen a trend toward drug or alcohol addiction in certain segments of their workforce have begun programs that not only treat addiction, but change the corporate culture and the culture of fellow workers. For example, a council of the Teamsters Union in California has formed a "Teamsters' Assistance Program," with a formal board of directors composed of both management and union representatives. The board oversees programs that aim for early awareness among employees and family members of addiction's signs, comprehensive referral policies to get addicted individuals into treatment as soon as possible, and a host of fellowship activities and volunteer support services. Previously addicted Teamsters volunteer to help those in treatment or recently out of

treatment through informal counseling and organized support groups. A similar program at Ford Motor Company is the result of a managed health care agreement between Ford and the United Auto Workers (UAW). Carefully structured committees of union and management representatives determined the type of mental health benefits to be offered, hand-picked case delivery and referral managers—consultants that review the needs of workers and put them in touch with appropriate providers—and designed a great deal of flexibility for individual treatment. Ford and UAW also use volunteers to provide support for recovering addicts.

Long-Term Care Insurance

The baby boom generation is contemplating its retirement and the aging process. Coupled with the increase in health care costs, the future aging of this generation and the possibility of caring for aged parents who will live longer than their parents have forced employers to begin designing long-term care benefits. Preston Townley, president and CEO of the Conference Board, has predicted that long-term medical care will be the fastest growing benefit in U.S. companies during the 1990s. More than 153 employer-sponsored long-term care plans were in existence in the spring of 1991, most of them started in 1990 or later. Among them is a plan for the retirees of Chevron Corporation, which was started at the request of a Chevron retirees group. The plan addresses long-term care for such daily functions as dressing, eating and bathing. Under the Chevron plan, retired workers can choose insurance for nursing home care and home care. The program covers retirees, surviving spouses and the spouses of surviving spouses. The maximum benefit is five years of daily coverage or 12 years of home health care three days a week. Participants can choose the amount of coverage they require.

The Chevron program is only available to retired workers, and the company does not contribute to the premiums. The advantage to the participants is in the insurance being easily available and offered at group rates. Other employers have chosen programs for their employees as well as their retired populations, and some insurers are starting to offer comprehensive packages. CIGNA Corporation announced a program in October of 1990 which is available to active employees and retirees and the spouses of both groups. Under the CIGNA plan, applicants can choose from several levels for benefit payments, with built in inflation protection for the cost of care. Premiums are based on age at enrollment and are fully employee or retiree paid.

Retirement Benefits

The trend of making employees themselves responsible for these costs is partially attributable to a new ruling by a federal body which monitors company financial statements. The Financial Accounting Standards Board (FASB) has ruled that companies must show the cost of retiree health care benefits promised employees as expenses as they are accrued, not when these expenses are paid, or when employees retire. According to Dave Dresner, National Director of the New York office of the accounting firm of Deloitte & Touche, this rule "will have significant effects on the financial statements of those employers (who offer this type of benefit) and could directly affect their ability to generate additional equity capital, borrow money or satisfy existing debt obligations." Already, some larger companies have shown a huge one-time loss on their financial statements to accommodate the FASB ruling. Other companies will show the costs more gradually.

As a result of the FASB ruling, many companies are designing retiree health care programs differently these days. Chrysler Corporation, which had a \$300 million health care expense for retirees in 1990, would have to reflect three times that much in 1991, if the company was to show this liability on the financial statement. As a result of the changed FASB rules and because the company cannot continue to cover as much of retiree health care costs as in the past when costs were substantially less, Chrysler has revamped its retiree health care benefits plans. The Chrysler approach makes use of credits for age and service, a savings plan where employees can begin planning for their retiree health care, and matching contributions by the company. While retirees are not forced to switch to the new plan, those who do so will be rewarded with cost of living increases for pensions. For active employees, Chrysler will match as much as \$.60 for every one dollar that an employee saves for retiree health care needs.

Life insurance companies, responding to the need for additional monies, have begun offering group life insurance policies with "living benefits" riders. Terminally ill or critically ill individuals confined to a nursing home may collect an advance payment on death benefits to help them cover long-term care and other heavy medical costs. According to Hewitt Associates, some employers are considering these programs to help employees finance their long-term care needs.

Retirement pensions have changed in character too. Because the average employee now has 10 or 12 jobs in a lifetime, as opposed to the two or three of 20 years ago, traditional defined benefit pensions in which the employer promises a certain benefit at retirement, regardless of the cost, are no longer quite so popular. These programs are not portable; that is, the young

worker who changes jobs many times will not accrue much of a pension under this type of system. However, under a defined contribution system, the young worker does very well. The most popular and best known defined contribution plans are 401Ks, in which the employee may save a certain percentage of his or her income, and the employer will make a matching contribution. Such plans are popular because employees take what is accrued when they leave, and can roll the money over into an Individual Retirement Account. The danger in such plans is that the employee will not roll the money over but will choose to pay the tax penalty associated with spending the money, and will have nothing for retirement. Defined contribution programs also have been criticized because they are voluntary savings plans, and those who choose not to participate are often those who will need the money most in retirement. Because of new federal rules governing such plans as 401Ks, employers who wish to obtain good tax advantages for their employees must offer three choices for investment in savings plans. The risk of investment is transferred from the employer, who guaranteed a certain dollar retirement benefit in the defined benefit plan, to the employee, who is responsible for monitoring the performance of the fund in which he or she chooses to place their money.

The trend toward greater responsibility for the employee's retirement future, and the greater number of choices in how an employee can save through company plans, has led many companies to offer financial planning seminars. The Conference Board recently issued a report which states that the trend in the future will be for employees to take even more responsibility for their financial futures. New software programs allow employees to plug in their own unique financial circumstances and learn how much they will save under company plans. One of the gravest dangers employees face in planning for retirement is underestimating the amount of inflation and therefore not saving enough money. These benefit packages illustrate the effect of differing economic scenarios on employee savings.

Work and Family Benefits

As women play increasingly important roles in the workplace, employers have been forced to design more flexible work hours for all workers, who are now sharing the child rearing responsibilities more equally. Certain industries have been pioneers in providing on-site or easily accessible day care for workers. Such centers are especially prevalent in the health care fields, which traditionally have employed large numbers of women. On a variation of this theme, the Stride Rite company last year opened its on-site eldercare center, where workers can bring their elderly dependents. Other companies have paid more attention to providing information and

counseling about the care of older adults, as the baby boom generation increasingly finds itself caught in a "sandwich" between caring for parents and children.

Along with the emphasis on day care and eldercare resource and referral is the concept of flexiplace. Flexiplace means that employers are more willing to accommodate the needs of individuals for flexible work schedules. Some companies have set aside a certain amount of time employees can take for personal business on a daily or weekly basis. Others have extended the job sharing concept to include jobs that were traditionally thought of as full-time employment for single employees. Many employers are more willing to let employees work out of their homes. With the advent of sophisticated computer networks, this is logistically easier, and the employer often reaps the advantage in terms of added available workspace at the office and greater employee productivity because of fewer interruptions. AT&T, which has a stake in the success of such programs, has been one of the leaders in designing telecommuting programs for its workers.

In Southern California and in Phoenix, local regulations mandate that employers get a certain number of worker's cars off the roadways within a specified period of time or pay large fines. Not surprisingly, telecommuting is one method looked at for doing this. Others include providing van pools for employees, holding transportation fairs where employees can explore alternative transportation options, and subsidizing public transportation ridership rather than providing free parking. Transportation experts say this trend will spread to the rest of the United States as municipalities look for ways to clean up their air and reduce traffic congestion.

Conclusion

The trend in employee benefits over the past 20 years has been toward employer involvement in most aspects of the employee's life. Whether employers have responded because of local, regional, state or federal mandates, because they have felt the need to offer competitive benefits, or because they are trying to enhance worker productivity, the U.S. worker at the larger company has been offered a cornucopia of benefits. The small employer has a harder time matching these benefits, and often is burdened by regulations and mandates which are difficult to meet. But as the cost of benefits increases and U.S. productivity, as compared to the rest of the world continues to decline, workers at big and small companies may find that their employers ask them to share more of the costs, and to make more choices among those benefits that are offered.



Linda Thornburg is a freelance writer specializing in health and workplace issues. She can be reached at (703) 751-5731.

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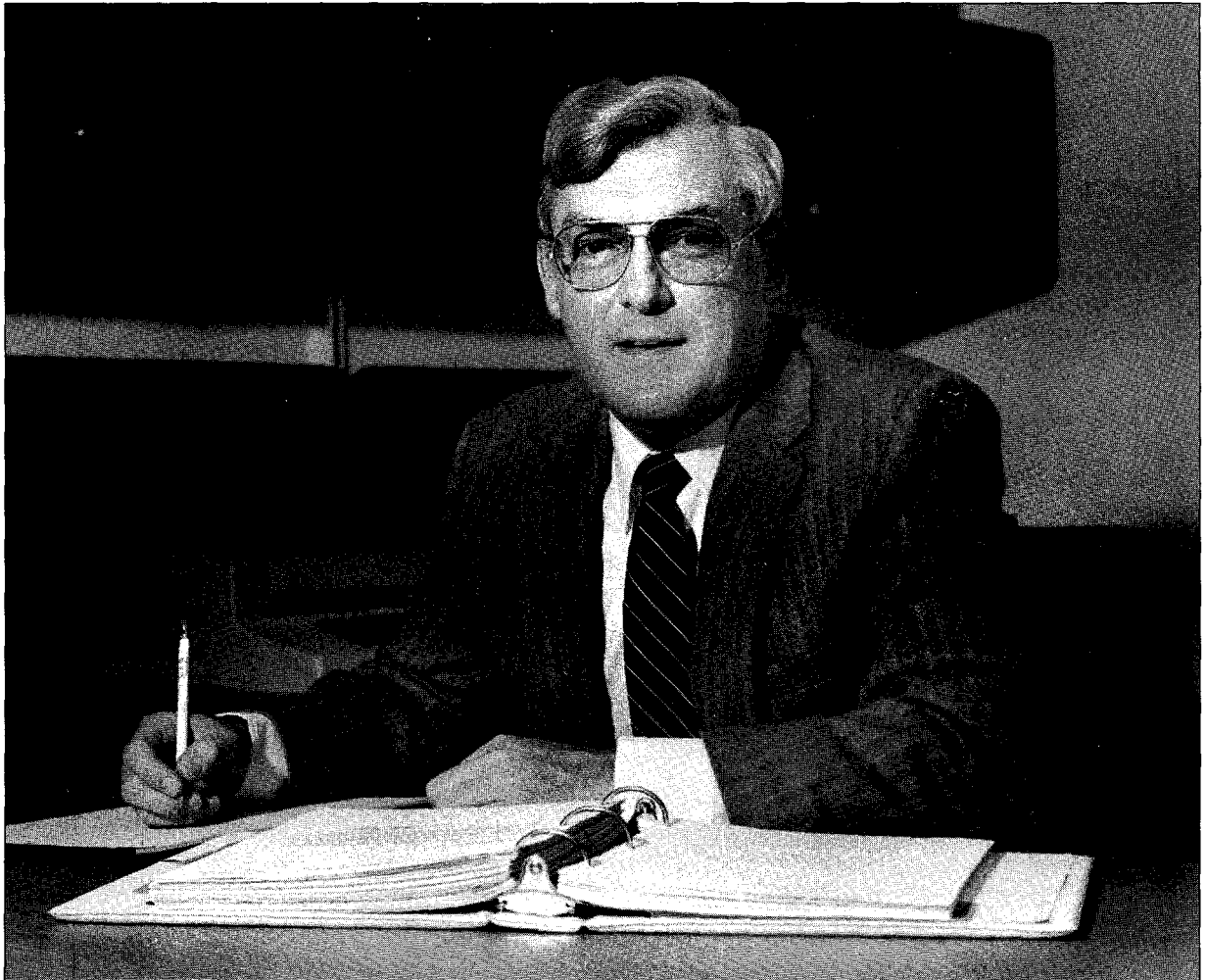
Phone _____

Send your check and order to:

NESRA
2400 S. Downing Avenue
Westchester, IL 60154-5199
(708) 562-8130

Member Success Profile

Jim Alexander, CESRA, Chapter development advisor for NESRA, enjoys working with employee services and recreation, talking about the profession, creating specific programs, and then carrying them out. As a retiree involved in a variety of volunteer organizations, Jim has a vast array of experience to offer NESRA. Jim shares his thoughts on being involved in NESRA and on being a retiree.



Hello and thank you for inviting me to ESM. Let me tell you a little about my career. Following post high school time at the U.S. Coast Guard Academy, a two-year tour with the U.S. Army during the Korean conflict, several years with professional theater and arena operations, and a B.S. in Business Administration from Temple University in Philadelphia, I finally settled down with McNeil Laboratories, a pharmaceutical business in suburban Philadelphia.

Early years with McNeil were in sales analysis and sales administration. Midway through my 25 years I began forming an employee communications and services department by volunteering to edit several employee publications. Over the next few years, I developed a group travel and discount tickets program and was assigned audio-visual operations, service award banquets, family day picnics, sport programs, food service, the employee store, and the Johnson & Johnson Live for Life fitness program (McNeil is a part of J&J). I was administering all of these functions when I retired.

Luckily for me, the timing was right for business and personal reasons to elect early retirement five years ago. And I actually made the transition overnight, thanks to my busy and active lifestyle, which didn't allow me to slow down.

Retired persons at any age must be able to fill their days with activity, whether physical, mental, business, volunteer, hobby, religious, family, service, domestic, or whatever. The person whose life was only job/work focused may have problems adjusting at retirement, unless transition plans have been developed and personal interests explored.

I stayed involved with my company after I retired. After closing the door on my 9-5 office routine, I incorporated myself as a consultant in the field of employee recreation and services and performed some volunteer work with my company. Within a year, they and a sister company asked me to take over their separate group travel programs. I merged the two programs into one, developed a simple contract based on an annual fee, and have been experiencing good success with 30-40 trips per year for four years now.

I also have administered their employee photo contest, worked on the service awards banquet and am the volunteer president of the retiree club which plans a year-long calendar of activities.

*I would encourage
NESRA and the individual
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recreation field who
wish to maintain a
relationship and offer
their experience to
others in the field.*

NESRA Involvement

What keeps me involved in NESRA? Again, I have been fortunate. I enjoy working with employee services and recreation, especially talking about the profession, and creating specific programs and then carrying them out. I feel that I have experience to offer NESRA in a variety of areas. Having founded the Philadelphia Association for Employee Recreation & Services, Inc. (PHIL/AERS) seven years ago, after several years of urging by NESRA Executive Director Pat Stinson, and then having available time, I was asked to become the Chapter Development Advisor for NESRA. And it has been a great five years in this capacity, developing and helping committees in Newark, NJ, Hartford, CT, York, PA, Atlanta, GA, Orlando, FL, Tampa, FL, and now in Baltimore, MD, create their active and dynamic chapters.

Working with the editors of *Employee Services Management* has also been enjoyable, as I call upon my years as an employee communication manager/editor. Working with Ken Cammarata, NESRA director of member services, in the NESRA exhibit booth at a variety of association shows has given me a wonderful opportunity to share the NESRA story with many people.

Quite simply, employees who feel good about their employer are more productive, regardless of how this is measured or perceived. An employer who provides those nonnegotiated benefits grouped under the label of employee recreation or employee services will realize the results. I also believe that enlightened employers who offer such services have a definite advantage in the recruiting market; persons looking to make a change are favorably impressed by these advantages, all else being equal. Enhancing the quality of worklife is not a burden, is not just a responsibility, but is an exciting opportunity to which we all can contribute through our assignments.

One of my greatest contributions to the profession would have to be as the executive director of PHIL/AERS, working with the Board of Directors and carrying out a variety of administrative responsibilities daily, as well as offering counsel and advice. I produce the monthly newsletter and mailing to members and prospects, produce our annual membership directory and associate advertising catalog, administer several mail-order discount ticket programs, act as the communication center for chapter business, and develop programs

assigned by the Board. We have won an award each year the NESRA Chapter Merit Award has been in effect.

I would encourage NESRA and the individual chapters to accommodate and take advantage of retirees from the recreation field who wish to maintain a relationship and offer their experience to others in the field. This may take the form of a special membership category, but would be worth the effort.

Community Involvement

In addition to the recreation field, my life is an active blend of involvement and work in community theatre, town civics, my family of three grown children, and my church.

Theatre is my avocation, as participant and spectator. I spent several years as a professional theater manager, have been a theater critic, and have been working in community theatre since high school. I have been a member of my home group for 40+ years and have directed 23 shows in the past 11 years. I also am pleased to report that I was recently elected president of the New Jersey Theatre League, an association of community theater groups, and was the director of the 1991 winning entry in the annual statewide drama festival.

This summer I took a week-long course in crisis management for volunteer work with my area Presbytery of the Presbyterian Church USA, on-call for local churches with conflict situations. And I am on the Session of my home church. I have been on the Board of Trustees of our town library for 24 years, the last 15 as president. And oh yes, I hope to finish painting the outside of my turn-of-the-century home by next spring; so far a two-year project.

There are benefits of serving as a volunteer for various organizations. I believe that a major attraction for many people working in employee recreation is the variety of projects and activities that can be involved, from group travel to banquets, team sports, picnics, fitness, discount programs, service and volunteer projects, and more. I have carried this style into my post 9 to 5 life with a variety of activities that more than occupy my time. For me such a mix adds tremendous fun, excitement and satisfaction to my routine, providing opportunities to focus and concentrate as needs and wishes require.

A major disadvantage for me is that I can overextend myself by not saying "no" to myself, and to others. Deadlines play an important part in my schedule, and they tend to cause

some anxiety and concern. But these are my own doing and require self-discipline.

A Typical Day

Due to the variety in my life, I'm not certain there is a typical day. Following trips to my Post Office boxes and banks, a day can find me answering a pile of business and volunteer mail, then writing one of several newsletters, or preparing a PHIL/AERS mailing, or arranging by phone some employee trips, preparing publicity materials, taking reservations over the phone, or otherwise being a business person.

Nice weather may find me working in my yard or on my ladders scraping and painting my house, from an all-white Colonial Revival into a multicolored Victorian. Or maybe just sitting in the backyard reading and dreaming.

Many evenings are spent working as a director with my theater group, rehearsing the actors for a seven-week period. Volunteer meetings seem to occupy a lot of time also. Weekends are an extension of volunteer activities. And you may find me at my desk or typewriter any time of the day, evening or weekend.

On Retirement

I'm not certain that my retirement is typical, as I elected to retire at an early age, and as a result am responsible for my own economic situation. However, I have never had a moment of doubt or uncertainty about my decision. As you have gathered, the variety in my life is the fuel that fires my engine. I enjoy being my own boss and being able to structure my time. Yes, economics can play a serious part in a situation when a regular living income is eliminated/reduced. This requires careful study and planning, before and during retirement, and may be the most critical aspect at this time of one's life.

I would advise others who are nearing retirement to read everything you can about retirement. Take advantage of everything your company may offer on preretirement. Plan ahead financially and activity-wise. Test and develop your personal interests and hobbies for that time when you will have time for them.

All of the material I have read these past years about retirement is right on the mark in attempting to encourage people to prepare for this major change of direction. Don't ignore this help. It's a wonderful life—after work!

*Enhancing the quality of
worklife is not a
burden, is not just a
responsibility, but is
an exciting opportunity
to which we all can
contribute through
our assignments.*

Double Their Fun

Entertainment® sets the standard for quality and service worldwide. It's the most often used leisure savings program available.

Hundreds of 2-for-1 and up to 50% discounts for **Dining, Movies, Theatre, Sports, Travel and more...** valid for an entire year. Community customized for over 100 metropolitan markets worldwide.

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For more information call your local **Entertainment®** office or contact Diane Shirley at Entertainment Publications, Inc., 2125 Butterfield Road, Troy, MI 48084, (313) 637-8400.

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NESRA's 1992 Buyer's Guide and Services Directory

*A Collection of Cost-Saving
Products and Services*

The *Buyer's Guide and Services Directory* is a tool to help you begin, improve or expand your ES&R program, including your employee store. It is an annual listing of NESRA National Associate Members and their offerings. With the *Buyer's Guide*, you can offer your employees an array of items/services from discount tickets for amusement parks to discounts on hotel stays, jewelry, sportswear and cars. In addition, you can use this directory to find facilities, supplies and consultants to help you implement effective ES&R programs and/or stock and operate your employee store.

Read through the *Buyer's Guide* to see what is available to you and your employees. Then, call your National Associates to receive more information about their products/services. To serve as a quick reference, the directory is broken down into these 11 categories:

- Awards/Recognition Gifts
- Family Entertainment/Attractions
- Fitness Equipment/Facilities/Services
- Hotels/Resorts
- Merchandise Discounts/Fund-Raising Programs
- Photofinishing
- Specialty Services
- Sporting Goods/Fitness Information
- Sportswear
- Travel: Cruise Lines/Airlines
- Travel Information/Agencies/Visitors' Bureaus

Keep this issue of ESM throughout the year and use it as a resource when offering discounts, planning employee activities and ordering employee store merchandise. Share these discounts with your organization's employees.

As NESRA gains more National Associate Members, their products and services will be printed in every other issue of ESM in the "Buyer's Guide Update" department. Collect the "Buyer's Guide Update" pages and file them with this issue for your easy reference throughout the year.

The National Associate Members have joined to serve you. Use their products and services as often as possible!

AWARDS/ RECOGNITION GIFTS

AWARDS BY KAYDAN
221 Depot St.
Antioch, IL 60002-1508
(708) 395-2900
Contact: Kathy Dreyer

EMBLEM & BADGE, INC.
859 N. Main St.
P.O. Box 6226
Providence, RI 02940
(800) 556-7466
(401) 331-5444
Contact: Debra Cerroni

Emblem & Badge provides many facets of service award programs from plaques to lucite embedments to customized advertising specialties. Send for a free 52-page catalog. NESRA members receive up to 75 percent off listed prices.

G. NEIL
3317 S.W. 11th Ave.
Ft. Lauderdale, FL 33315
(305) 522-4994
Contact: Jaye Lasine

G. Neil is a state-of-the-art source for human resource products including personnel forms, motivational products, certificate awards, greeting cards and office and safety products.

**LINDEN/CUCKOO CLOCK MFG.
CO. INC.**
32 W. 25th St.
New York, NY 10010
(800) 624-0362
(212) 255-5133
Contact: Rosemary Y. Sharp

Quality crafted quartz clocks, anniversary clocks, table/desk clocks, decorator wall clocks, travel alarm clocks, weather stations, and musical jewelry boxes, and musical figurines.

MIKASA
1 Mikasa Dr.
P.O. Box 1549
Secaucus, NJ 07096-1549
(212) 645-6630
(201) 867-9210
Contact: Joel Yoffee

ONEIDA SILVERSMITHS
Kenwood Station
Oneida, NY 13421
(315) 361-3211
Contact: Bill Hicks

Oneida Silversmiths offers silver-plated holloware, stainless steel flatware, sterling flatware, silver-plated flatware, crystal and cutlery to NESRA members at discounts of up to 60 percent.

PULSAR TIME
1111 MacArthur Blvd.
Mahwah, NJ 07430
(201) 529-2400
Contact: Bernard Dwortzan

Pulsar Time offers Pulsar and JAZ Paris quartz watches for men and women. Available with customized dials showing corporate logo.

FAMILY ENTERTAINMENT/ ATTRACTIONS

AMC THEATRES
Main St., Plaza 1000, Suite 503
Voorhees, NJ 08043
(609) 751-6300
Contact: Paul McHendry

Give your employees and customers a gift of laughter, thrills, drama and much more. The AMC Theatre Corporate Movie Club makes it possible for you to purchase tickets to current movies at a greatly reduced cost. Membership is free.

AMF BOWLING CENTERS, INC.
2675 Paces Ferry Rd., Suite 215
Atlanta, GA 30339-6168
(404) 433-2222
Contact: Dan Rochin

AMF Bowling Centers offer free group bowling parties and special discount prices exclusively for NESRA members and their families in bowling centers across the country.

**AMERICAN POOLPLAYERS
ASSOCIATION, INC.**
1000 Lake St. Louis Blvd., Suite 325
Lake St. Louis, MO 63367
(314) 625-8611
Contact: D. Renee' Lyle

The American Poolplayers Association governs the world's largest pool league and offers an exciting concept in amateur team competition utilizing a unique handicapping system.

BILTMORE ESTATE
One N. Pack Sq.
Asheville, NC 28801
(704) 255-1706
Contact: Bobby Wilson

Discover George Vanderbilt's 250-room French Chateau, the English Gardens and our Winery in the enchanting mountains of Western North Carolina. Special rates are available to NESRA member companies. Open year round, seven days a week.

**BRUNSWICK RECREATION
CENTERS**
520 Lake Cook Rd., Suite 400
Deerfield, IL 60015
(708) 317-7300
Contact: Susan Schory-Jones

Brunswick, the largest chain operator of family bowling and recreation centers worldwide, offers free group bowling parties to NESRA companies wishing to organize a bowling program for their employees on a local or national basis.

BUSCH ENTERTAINMENT CORP.
c/o National Sales Office
1604 Trebor Ct.
Lutherville, MD 21093
(301) 560-1377
Contact: Nancy Lanagan

The Busch Entertainment Corp.'s family of theme parks offers discounts at Busch Gardens, Tampa; Busch Gardens, Williamsburg; Cypress Gardens, Winter Haven; the Sea World parks in California, Ohio, Orlando and Texas and our water park, Adventure Island in Tampa, Florida.

GROUP DISCOUNT ATTRACTIONS
64 Division Ave.
Levittown, NY 11756
(516) 735-4200
Contact: Carole Fishman

Group Discount Attractions are licensed theatre party and group sales agents for Broadway theatre, off-Broadway theatre, Radio City Music Hall, Lincoln Center. Producers very often discount tickets to groups of 20 or more for such productions as "Les Miserables," "Cats," "City of Angels," "Grand Hotel". Luncheons as well as tours of New York City can be arranged.

KINGS ISLAND
c/o Group Sales
Kings Island, OH 45034
(513) 398-5600
Contact: Bill Lane

Kings Island Theme Park offers visitors seven themed areas containing world-class rides, attractions, Broadway-style shows and 12-acres of wet and wild water activities for all ages. Admission discounts are available to NESRA companies through a variety of ticket programs.

MARINE WORLD AFRICA USA
Marine World Pkwy.
Vallejo, CA 94589
(707) 644-4000 ext. 228
Contact: Mark Carstens

Marine World Africa USA is a one-of-a-kind wildlife park and oceanarium. It is home to a wide variety of animals of land, sea and air. Marine World's Wild Card Club is a free employee/member discount program (minimum 100) that entitles card holders and guests to a 25-50 percent discount (depending on season) on park admission. Group picnics and consignment tickets are available.

MEDIEVAL TIMES DINNER AND TOURNAMENT
7662 Beach Blvd.
Buena Park, CA 90620
(714) 634-0213
Contact: Jim Lennartson

Medieval Times offers special \$3.50 discount coupons good for all our performances except Saturdays. Cheer for brave knights on horseback who compete in daring tournament games, jousting matches and sword fights. Come see the show that's become a legend.

NEW YORK YANKEES
Yankee Stadium
Bronx, NY 10451
(212) 293-4300
(212) 293-6013
Contact: Deborah A. Tymon

Baseball season is April through October. New York Yankees offers special group rates and special event facilities. Tours of Monument Park are also available.

POCONO PICNIC COMPANY
Box 840
Bala Cynwyd, PA 19004
(800) 648-4-FUN
Contact: Howard Gordon

Specializing in company picnics and outings,

this company offers catering for groups from 100-10,000. Amenities include a scenic 40-acre lake with fishing and boating, 21 tennis courts, two olympic-size pools, baseball, basketball, volleyball and miniature golf. Also 25,000 sq. ft. of indoor meeting facilities.

POCONO WHITEWATER LTD.
Rt. 903
Jim Thorpe, PA 18224
(717) 325-3656
Contact: Jack McGeehan

Pocono Whitewater Ltd. is one of America's oldest and largest rafting companies offering guided whitewater rafting trips on seven rivers in the Northeast. We offer discounts to all NESRA members. Our fully-equipped adventure center also offers kayaking, biking, turbo-canoes and paint ball games.

THE PRESIDENT RIVERBOAT CASINO
130 W. River Dr.
Davenport, IA 52801
(800) BOAT-711
(319) 328-8000
Contact: Julie K. Lorensen

The President Riverboat Casino, a five-deck tall Mississippi sidewheeler, is a Certified National Historic Landmark offering 35 table games, plus 700 slots and progressives paying the biggest jackpots on the Mississippi Strip! Receive special rates for groups of 20 or more. Ask us about our special promotions.

QUEEN MARY & SPRUCE GOOSE ATTRACTIONS
P.O. Box 8
Long Beach, CA 90801
(213) 499-1629
Contact: Sue O'Shea

Queen Mary & Spruce Goose Voyager Club offers members \$3 off admission, a 20 percent discount on Hotel Queen Mary lodgings and a 10 percent savings at selected merchandise and food locations. Also available are company "Seaside Picnics" and discount group tickets.

SAN DIEGO ZOO
SAN DIEGO WILD ANIMAL PARK
P.O. Box 551
San Diego, CA 92112-0551
(619) 557-3966
Contact: Mary Lou B. Antista

Zoofari Club membership available. Includes club card, discount ticket programs, catered events for up to 10,000, behind-the-scenes tours and more. At the Zoo, see the new Gorilla Tropics. At the Park, see wildlife

preservation in action with conservation as a primary goal.

SHEAR MADNESS
National Sales Office
74 Warrenton St.
Boston, MA 02116
(800) 992-9035
(617) 451-0195
Contact: Janis B. James

Shear Madness is THE side-splitting comedy whodunit that lets the audience play armchair detective, delighting audiences in Boston, Chicago, Washington D.C. and Kansas City. Generous group discounts are available. Now booking through 1992!

STEAMBOAT CASINO CRUISES
1833 State St.
Bettendorf, IA 52722
(800) 448-7450
Contact: Julee Pearce

Enjoy casino gambling on our new 1,000 passenger authentic paddlewheelers with hundreds of slots, blackjack and dice tables. Cruises range from 2 1/2 - 4 hrs., and offer continuous entertainment in our lounge, buffets prepared on board by our gourmet chefs and beautiful views of majestic bluffs. "The Diamond Lady" sails out of Bettendorf, IA, from Steamboat Landing, a one mile long Mississippi riverfront development, the site of a new Factory Outlet Mall and RV park. "The Emerald Lady" sails out of Ft. Madison, Burlington & Keokuk, IA.

UNIVERSAL STUDIOS FLORIDA
1000 Universal Studios Plaza
Orlando, FL 32819
(407) 363-8214
Contact: Randy Gerber

The Universal Studios Florida FAN CLUB is an exciting new program offered free to companies with 100 or more employees, offering special discounts on regular admission for family and guests. Universal Studios also extends extensive promotional support. Company outing facilities are available.

UNIVERSAL STUDIOS HOLLYWOOD
100 Universal City Plaza
Universal City, CA 91608
(818) 777-3791
Contact: Sandra Spivey

Members of our Fan Club will receive park admission discounts and will find savings on

hotels, merchandise and restaurants at Universal Studios Hollywood as well as discounts on Hertz Rental Cars and Norwegian Cruise Lines. We'll show you and your employees what the star treatment is all about.

WALT DISNEY'S MAGIC KINGDOM CLUB

P.O. Box 4489
Anaheim, CA 92803
(714) 490-3200
Contact: Lisa Hiatt

The Magic Kingdom Club offers a variety of Disney leisure benefits and programs at Disneyland, Walt Disney World, Euro Disney Resort, and Tokyo Disneyland to employees of more than 40,000 participating organizations throughout the U.S., Canada, Mexico, Europe and the Orient.

WET'N WILD FLORIDA, INC.

6200 International Dr.
Orlando, FL 32819
(407) 351-1800
Contact: Niki Karr

Get set for a sparkling, splashing, raging, relaxing, sun-filled, fun-filled watery day at America's favorite water parks. Offering the finest in family water recreation, Wet'n Wild has parks located in Orlando, FL; Las Vegas, NV; and Arlington, TX; offering a \$3.00 Sun'n Surf Club discount to NESRA members at all locations.

WILDWATER, LTD.—GREAT RIVERS OF THE EAST

Rt. 903
Jim Thorpe, PA 18229
(800) 828-7238
Contact: Jim Greiner
Jack McGahan

A consortium of whitewater rafting companies offering trips on more than 20 rivers in the eastern U.S., from the Canadian border through Georgia. NESRA discounts available.

WISCONSIN DELLS VACATION 20% SAVINGS CLUB

560 Wisconsin Dells Pkwy.
Wisconsin Dells, WI 53965
(608) 254-2525
Contact: Kristi Meister

FITNESS EQUIPMENT/ FACILITIES/ SERVICES

MUSCO SPORTS-LIGHTING, INC.

100 1st Ave. W.
P.O. Box 808
Oskaloosa, IA 52577
(515) 673-0411
(800) 825-6030
Contact: Marketing Services

Musco Sports-Lighting offers a total lighting system for recreation and athletic fields. Musco's factory-engineered package is designed to provide energy efficiency without sacrificing light levels. A Musco system lowers life cycle operating and maintenance costs.

WRS GROUP-HEALTH EDCO DIVISION

5045 Franklin Ave.
Waco, TX 76710-6919
(817) 776-6461
Contact: Dona Puckett

WRS Group-Health Edco Division is a health education company that helps people change their lifestyles to promote better health with innovative approaches to achieving this goal. Celebrating its 27th anniversary in 1992, Health Edco provides products to schools, hospitals and the workplace.

HOTELS/RESORTS

ASTRODOMAIN HOTELS

8686 Kirby Dr.
Houston, TX 77054-2804
(713) 748-3221
Contact: Katy Gordin

Houston's Astrodome consists of the newly "transformed" 600-room Sheraton and the 235-room highrise Holiday Inn surrounding the famous sports/entertainment complex and adjacent to Six Flags' Astroworld Theme Park. We offer a variety of accommodations and activities for all ages.

BEST WESTERN MARDI GRAS

3500 Paradise Rd.
Las Vegas, NV 89109
(702) 731-2020
(800) 634-6501
Contact: Mary Jo LeClaire

The Best Western Mardi Gras is conveniently located three blocks from "the strip," one block from the convention center, 10 minutes from the airport. Each of our mini-suites features a spacious living room, wet bar, refrigerator and complimentary in-room coffee. A restaurant and lounge, mini-casino, swimming pool, spa, video games, beauty salon and a gift shop are located on premises. Free shuttle service is available.

BEST WESTERN MILFORD PLAZA HOTEL

270 W. 45th St.
New York, NY 10036
(212) 869-3600
Contact: Paul Seegitz

Preferred corporate rates for NESRA members: \$88 single occupancy; \$99 double occupancy, along with complimentary continental breakfast and upgraded guest rooms.

BEST WESTERN PLAZA INT'L.

8738 International Dr.
Orlando, FL 32819
(407) 345-8195
Contact: Cathy Shelton

The Golden Passport entitles your employees to a 20 percent savings on accommodations in peak season and 40 percent off during low season. Free upgrades when available and discounts for area attractions and restaurants. Passports available through personnel office.

BEST WESTERN SEVEN SEAS

411 Hotel Circle So.
San Diego, CA 92108
(619) 291-1300
Contact: Judy Di Pietro

The largest Best Western in San Diego, a full-service hotel, offers a special "NESRA coupon" which includes deluxe room with in-room coffee, complimentary airport shuttle on availability, free local calls, heated pool, two spas, coffee shop, restaurant, and lounge. Sea World, San Diego Zoo and Wild Animal Park and shopping nearby.

CHOICE HOTELS INT'L.

10750 Columbia Pk.
Silver Spring, MD 20901
(800) 4-CHOICE

Contact: Ralph L. Bernstein
Jill Brenner

Choice Hotels Int'l is the largest franchised hotel chain in the world. CHI is made up of Sleep, Comfort, Quality, Clarion, Rodeway, Econo Lodge and Friendship Inns. Choice offers a 10 percent discount to NESRA members on advance reservations at participating hotels.

COMFORT SUITES SAND LAKE
9350 Turkey Lake Rd.
Orlando, FL 32819
(407) 351-5050
Contact: Patricia K. Patton

This property offers 215 one-room suites with microwaves and refrigerators. Large pool, children's pool, whirlpool, playground. Mini-convenience store on property. Four miles to Walt Disney World, three miles to Universal Studios, Golf and Sea World 1 1/2—2 miles away.

DAYS INN ANAHEIM/FULLERTON
1500 S. Raymond Ave.
Fullerton, CA 92631
(714) 635-9000
Contact: Lisa Avila

The Days Inn Anaheim/Fullerton is a newly renovated, 250-room property surrounding a California style courtyard with gazebo. It offers dining in Ruby Begonia's Restaurant and Lounge, hot delicious meals in the Valencia Cafe, and 10,000 sq. ft. of meeting and banquet space. NESRA members receive a 50 percent discount off guest room rates.

DAYS INN/DAYS SUITES—EAST OF MAGIC KINGDOM AND EPCOT
5820 W. Irlo Bronson Hwy.
Kissimmee, FL 34746
(800) 445-3297
(407) 396-7900
Contact: Nancy Sellers
Yamile Rivera

Located two and a half miles from the entrance to the Magic Kingdom, the newly renovated Days Suites offers 604 three-room suites accommodating six persons comfortably, with full-size kitchens. Days Inn has 404 standard rooms each with two double beds. NESRA members are offered discount rates: \$50-\$80 at Days Suites and \$39-\$59 at Days Inn. Subject to availability.

DAYTONA BEACH MARRIOTT
100 N. Atlantic Ave.

Daytona Beach, FL 32118-4213
(904) 254-8200, ext. 362
Contact: Carol Waterman

Daytona Beach Marriott offers 402 oceanfront rooms and suites for a \$69 rate based on availability.

DOUBLETREE HOTELS
2000 14th St. N., Suite 780
Arlington, VA 22201
(703) 524-2206
Contact: Jacqueline Swinney

Doubletree Hotels consist of 60 hotels across the U.S. with full cooked-to-order breakfast, hosted director's reception, late-night snacks, all included in room rates. Meeting rooms are available to accommodate eight to 60 people. Special weekend and meeting packages are also available. Call for details.

THE ENCLAVE SUITES AT ORLANDO
6165 Carrier Dr.
Orlando, FL 32819
(407) 351-1155
Contact: Diane C. Murphy

The Enclave is a 321-room all-suite property consisting of studio and two bedroom/two bath suites accommodating up to six. All suites feature fully equipped kitchens and private balconies. A complimentary upscale continental buffet is provided daily, and children, 11 and under, eat lunch and dinner free. Convenient location to all attractions, shopping, golf and the airport. NESRA members receive a year round 25 percent discount.

THE FENWICK INN
13801 Coastal Hwy.
Ocean City, MD 21842
(301) 250-1100
Contact: Ellen Trader

Located one block from the ocean, this 200-room resort hotel offers a rooftop restaurant and lounge, indoor pool and hot tub, and meeting and banquet facilities for up to 350.

FOURWINDS RESORT & MARINA
P.O. Box 160
Bloomington, IN 47402
(812) 824-9904
Contact: Reservations

This 126-room resort on Lake Monroe in the Hoosier National Forest offers on-site dining and lounges; indoor/outdoor pool; tennis;

indoor and outdoor whirlpool; sauna; weight room; fitness trail; mini-golf; boat rental; etc. Eighteen-hole PGA golf 1-2 miles away. Discounted room rates: \$59 per room (April-Oct.) \$39 per room (Nov.-March) plus tax. Subject to availability and excludes special event dates.

GOLDEN TULIP LAS PALMAS HOTEL
6233 International Dr.
Orlando, FL 32819
(800) 327-2114
Contact: Carol Correia

Golden Tulip Las Palmas Hotel offers 262-rooms on Int'l. Dr. 10 min. from Disney World. Heated swimming pool, TV, lounge, restaurant, banquet facilities, 1-1/2 miles to outlet shopping mall. Year-round NESRA discount rate: \$49.

HEAVENLY SKI RESORT
P.O. Box 2180
Stateline, NV 89448-2180
(916) 541-1330
Contact: Lisa A. Dolinar

Heavenly Ski Resort, located in South Lake Tahoe, CA, offers individuals four nights lodging and four days skiing starting at \$192 per person. In our Northern CA market we offer groups of 35-46 a bus package including transportation and lift tickets for \$45 out of Sacramento Valley and \$56 out of the Bay Area.

HILTON INN GATEWAY
7470 W. Irlo Bronson Hwy.
Kissimmee, FL 34746
(800) 327-9170
(407) 396-4400
Contact: Christina M. Mora

The Hilton Inn Gateway is ideally located one mile from the main entrance to the Walt Disney World Resort Complex and only minutes away from most major attractions. The hotel features two pools, 18-hole putting green, restaurant, lounge, deli, gazebo pool bar, health/fitness room, basketball, shuffleboard and table-tennis. Grand eight-story tower premiering in Feb. 1992, all rooms with microwaves and refrigerators. Special NESRA discounts available.

HOLIDAY INN BUENA PARK
7000 Beach Blvd.
Buena Park, CA 90620
(800) 522-7006
(714) 522-7000
Contact: Lora Young

Located in the Disneyland Park and Knott's Berry Farm area, Holiday Inn Buena Park

offers a \$50 plus tax room rate for a single through quad. Complimentary shuttle to area attractions. Restaurant, lounge, heated swimming pool, spa. Subject to availability. Offer good until 12/31/92. Ask for the NESRA rate! (800) 522-7006

HOLIDAY INN CROWNE PLAZA

1750 Rockville Pike
Rockville, MD 20852

(301) 468-1100

Contact: Ronna Rosoff

Holiday Inn Crowne Plaza offers 315 well-appointed guestrooms and suites. Located outside of Washington, D.C., there are two restaurants, two lounges, indoor/outdoor pool, health club with racquetball courts, complimentary parking and easy access to metro. NESRA members enjoy 20 percent discount off published rates and group rates for 10 or more.

HOLIDAY INNS INT'L.

3742 Lamar Ave. Ex-1
Memphis, TN 38195

(800) HOLIDAY

(901) 362-4986

Contact: Laurie Cardenuto

Call Holiday Inns' toll free number or call hotels directly for "Great Rates" at participating Holiday Inn and Holiday Inn Crowne Plaza hotels.

HOLIDAY INN LAKE BUENA VISTA

13351 State Rd. 535

P.O. Box 22362 Lake Buena Vista

Orlando, FL 32821

(407) 239-4500

Contact: Dawn L. Chesko

Holiday Inn Lake Buena Vista offers 507 maxi-rooms with mini-kitchens including microwaves, refrigerators and coffee/tea maker for \$99 during high season and \$65 during low season. Free nightly children's activities in Max's Magic Castle. Licensed childcare is available for a nominal fee.

HOLIDAY INN MAIN GATE EAST

5678 Irlo Bronson Memorial Hwy.

Kissimmee, FL 34746

(407) 396-4488

(800) FON-KIDS

Contact: Sue Schofield

Family fun 3 minutes from Disney! All rooms feature microwave, refrigerator, coffee/tea maker and VCR. Free scheduled Disney shuttle. Camp Holiday for kids free childcare, activities and movie nightly in Holiday Hound's Castle

ClubHouse. Children under 13 eat dinner free with dining adult.

HOWARD JOHNSON FOUNTAIN

PARK PLAZA HOTEL

5150 W. Hwy 192

Kissimmee, FL 34746

(800) 327-9179

Contact: Tom Davis

Howard Johnson Fountain Park Plaza Hotel offers NESRA members a special discount card which entitles them to savings at the world's largest Howard Johnson. Located three miles from Walt Disney World and minutes from other central Florida attractions, this family-oriented hotel has many extras: Children's activity room, saunas, whirlpool, paddle boats, heated swimming pool and much more for all family members.

HOWARD JOHNSON FRANCHISE

SYSTEMS, INC.

339 Jefferson Rd.

Parsippany, NJ 07054

(800) I-GO-HOJO

(201) 428-9700

Contact: Mary DeBonis

Whether you choose to stay in our luxurious Plaza-Hotels, full-service hotels, comfortable lodges or economical HoJo Inns you'll receive the level of service and accommodations you expect. As a NESRA member you'll receive an additional 10 percent discount off our already low standard rates. Call now for reservations, and ask for the NESRA TravelDeal discount.

INN AT MC CORMICK RANCH -

A REGAL INT'L RESORT

7401 N. Scottsdale Rd

Scottsdale, AZ 85253

(800) 243-1332

(602) 348-5050

Contact: Rob Anderson

Sue Hinsberg

This 125-room luxury resort located in the heart of Scottsdale, AZ is beautifully situated on Camelback Lake with 36 holes of championship golf and four tennis courts. Canoeing, sailing and paddleboats are available. Heated pool and fabulous Southwestern restaurant—The Pinon Grill. NESRA members enjoy 50 percent off May 1-Dec. 31, 1992 and special discounts in season (10 percent off).

KARENA HOTELS-ORLANDO

7100 Lake Ellenor Dr.

Orlando, FL 32809

(800) 365-6935

(800) 447-7283 (group res.)

(407) 240-7100

Contact: Louise Norman

Karena Hotels is "setting a new standard in American hospitality" within its six hotels. The following properties are located in Kissimmee, FL: Ramada Resort Maingate, Ramada Inn Westgate, Econo Lodge Maingate, Hawaiian Resort, Econo Lodge Maingate East and Holiday Inn Maingate West. The Rodeway Inn Int'l Dr./Wet'n Wild is located in Orlando, FL.

KEYSTONE RESORT, COLORADO

P.O. Box 38

Keystone, CO 80435

(800) 222-0188

(303) 777-5525

Contact: Jim Herzog

Jean Alexander

Keystone Resort offers NESRA members significant savings on lodging and activities to experience our \$32 million ski mountain expansion, which includes the rugged adventure of a new mountain (The Outback). Add this to Keystone's existing features—quality accommodations, year-round activities, and a peaceful, unspoiled atmosphere—to enjoy a truly wonderful vacation experience.

MARINER'S INN RESORT

P.O. Box 6165

Hilton Head Island, SC 29938

(803) 842-8000

Contact: Patricia Sussman

The Mariner's Inn Resort is a 324-room, oceanfront, luxury resort hotel which has received the Gold Key Meeting Award eight consecutive years..

OCEANS ELEVEN RESORTS, INC.

2025 S. Atlantic Ave.

Daytona Beach Shores, FL 32118

(904) 257-1950

(800) 874-7420

FAX: (904) 253-9935

Contact: Chris Fitzgerald

Oceans Eleven Resorts, Inc.'s six AAA rated excellent (3 diamonds) oceanfront hotels in Daytona Beach, FL: Acapulco Inn, Beachcomer Oceanfront Inn, Casa del Mar Beach Resort, Sheraton Inn Daytona Shores and Treasure Island Inn offer substantial savings to NESRA members. All six hotels are located directly on the ocean and feature swimming pools, whirlpools, color cable TV and year-round recreation programs. Discount flyers are available upon request.

THE POINTE RESORTS

7500 N. Dreamy Draw Dr., Suite 215
Phoenix, AZ 85020
(800) 528-5771
(602) 997-7777
Contact: Kathy Stewart

Outstanding vacation values are available at The Pointe Resorts in Phoenix, which features luxurious suites with wet bar and refrigerator, and management-hosted cocktails daily. Guests can also enjoy championship golf, tennis, fitness centers, horseback riding and swimming. Contact Kathy Stewart for great seasonal values.

QUALITY INN KINGS ISLAND CONFERENCE CENTER

5589 Kings Mills Rd.
P.O. Box 425
Kings Island, OH 45034-0425
(800) 227-7100
(513) 398-0970
Contact: Diana Griffith

Quality Inn Kings Island Conference Center, located across from Kings Island Theme Park, offers a 10 percent discount off regular room rates Friday and Saturday nights and a 15 percent discount Sunday through Thursday nights. (Discounts do not apply to poolside rooms, mini-suites, or suites, and this discount is not valid in conjunction with any other discount or promotion.) Advance reservations suggested and awarded based upon room availability. Discount flyers are available upon request.

QUALITY SUITES MAINGATE EAST

5876 W. Irlo Bronson Mem. Hwy.
Kissimmee, FL 34746
(407) 396-8040
(800) 848-4148
Contact: Michelle Sutter

Quality Suites Maingate East is a new all-suite hotel located two miles from Walt Disney World offering one-bedroom and two-bedroom/two bath units (sleep up to 10) featuring living/dining area plus kitchen with microwave. Enjoy heated pools, whirlpool spa, free continental breakfast and manager's daily reception. Call for your 1992 NESRA Discount Card.

RAMADA HOTEL RESORT FLORIDA CENTER

7400 International Dr.
Orlando, FL 32819
(407) 351-4600
Contact: Brenda Knapp

The Ramada Hotel Resort Florida Center is located within walking distance of

International Drive's many shops and restaurants. The hotel features two pools, two lounges, restaurant, deli, playground, exercise room and mini-shopping mall. It is only eight miles from Walt Disney World's entrance, three miles from Sea World, two miles from Universal Studios and just minutes from all other major attractions. Children under 18 may stay free with parents. Call for information on NESRA room rates.

RAMADA RESORT MAINGATE AT THE PARKWAY

2900 Parkway Blvd.
Kissimmee, FL 34746
(407) 396-7000
Contact: Mimi Vielhauer

This resort offers 718 king/double rooms, one free form pool, one heated pool, waterslide, wading pool, sauna, playground, tennis courts, game room, gift shop, deli cafe, Cafe in the Court (family dining), snack bar, poolside bar, Dooley's Lounge, poolside terrace and guest service.

RAMADA ORLANDO CENTRAL

3200 W. Colonial Dr. (Hwy. 50)
Orlando, FL 32808
(407) 295-5270
Contact: Robin Boyd

Ramada Orlando Central is a three diamond inn located on West Colonial Dr., centrally located to all major attractions and the Orlando Arena and Central Florida Fairgrounds. We offer 315 rooms with free cable including HBO, two sparkling pools and saunas. Free daily newspaper and coffee. We offer a \$38 rate for NESRA members—valid through December 1992.

RESIDENCE INN-ORLANDO ATTRACTION CENTER

7975 Canada Ave.
Orlando, FL 32819
(407) 345-0117
Contact: Glenice Regis

Residence Inn-Orlando Attraction Center offers NESRA discounts. All our suites include a complimentary continental breakfast buffet every morning and a hospitality hour from 5-7 p.m. featuring complimentary beer, wine soft drinks and snacks.

RIVERSIDE RESORT HOTEL AND CASINO

P.O. Box 500
Laughlin, NV 89029
(702) 298-2535
Contact: Joel Barez

This resort hotel and casino, located on the

beautiful Colorado River, offers 660 spacious rooms, 1,500 slot machines, "21" craps, bingo, keno, poker, roulette, 600 RV spaces, gourmet room, 24-hour restaurant, buffets, two pools, three first-run movie theaters, entertainment nightly and banquet facilities.

SHERATON LAKESIDE INN

7769 W. Irlo Bronson Mem. Hwy.
Kissimmee, FL 34746
(407) 239-7919
Contact: Colleen Parnell
Tina Higbee

Sheraton Lakeside Inn, a 651-room resort one and a half miles from Walt Disney World's main gate, offers its guests free use of paddleboats on a private lake, three pools, playgrounds, game rooms, and tennis courts. NESRA members will receive up to a 50 percent discount through the Vacation Magic Club. Subject to availability and the VMC rates are noncommissionable. Please call the sales office to enroll your company. Guests also have access to two restaurants, the Corner Market and Hurricane Sam's Bar and Grille.

SHERATON ORLANDO NORTH HOTEL

P.O. Box 538300
I-4 & Maitland Blvd.
Orlando, FL 32853-8300
(800) 628-6660
Contact: Kathleen Walter

NESRA members take advantage of a 50 percent discount! Be active or relax at our 400-room luxury hotel. Enjoy a game of tennis or relax poolside. Walt Disney World, MGM, EPCOT, Universal Studios, Sea World and many beaches are all within a short drive.

SUMMERFIELD SUITES HOTEL— ORLANDO

8480 International Dr.
Orlando, FL 32819
(407) 352-2400
(800) 833-4353
Contact: Elisabeth M. Hall

A new one and two bedroom all-suite hotel features full size kitchens, living rooms, private bathrooms, telephone lines and voice mail in each bedroom. Color TV in every room, video player in each suite. Complimentary breakfast daily. Centrally located to all attractions. NESRA Discount 15 discount off rack rate subject to availability.

SURFSIDE RESORTS OF DAYTONA BEACH

2500 N. Atlantic Ave.
Daytona Beach, FL 32018
(800) 874-6996
(800) 342-4902 (in FL)
(904) 672-0990
Contact: Sue Willis

Oceanfront hotels include The Best Western La Playa Resort, the Howard Johnson Oceanfront and Days Inn Oceanfront South. They feature first class accommodations and amenities including indoor spa, lounge with live entertainment, restaurants, outdoor pools, whirlpools and snack bars. NESRA members receive a 25 percent discount.

TRAVELODGE HOTELS
1973 Friendship Dr.
El Cajon, CA 92020
(619) 448-1884
Contact: Rosalind Williams

Over 500 hotels in North America offering NESRA members a 10 percent discount through the Travelodge Corporate Business Break Club.

VACATION RESORTS INT'L.
297 North St.
P.O. Box 399
Hyannis, MA 02601
(800) 228-2968
(508) 771-3399
Contact: Paul Carney

Enjoy condominiums and resorts throughout the U.S., Mexico, Bermuda and Antigua. Most have full kitchen facilities and enhanced amenities. Minimum 25 percent discount to all NESRA members at all VRI resorts.

VANDERBILT INN ON THE GULF
11000 Gulf Shore Dr., N.
Naples, FL 33963
(800) 552-0139
(813) 597-3151
Contact: Carlton W. Grant

The Vanderbilt Inn on the Gulf, a newly renovated beachfront resort, offers a casual tropical island setting, Jasmine Court restaurant for breakfast or dinner, Chickee Beach Bar for lunch and tropical drinks, volleyball, guest laundry, gift shop, water sports rentals, and nearby golf and tennis. Please call Inn for special NESRA discount packages.

WESTIN HOTELS & RESORTS
2001 Sixth Ave.
Seattle, WA 98121
(206) 443-5087
Contact: Marsha Massey

Westin Hotels & Resorts' more than 65 hotels worldwide have won the *Travel/Holiday* award for the ninth year consecutively as the best hotel company in the U.S. and internationally. Our NESRA weekend packages offer discounts up to 50 percent. Some restrictions apply. Please call or write to receive more information, folders, or bulletin board posters (8 1/2" x 11").

WILSON HOTEL MANAGEMENT CO., INC.
1629 Winchester Rd.
Memphis, TN 38116
(901) 346-8800
Contact: Carolyn Powers

Wilson Hotel Management Co., is a hotel management company with limited and full-service hotels in PA, FL, MS, LA, TX, TN, AR, KY, SC, and AL. We manage 11 Wilson Inns, 6 Wilson Worlds, 6 Holiday Inns, one Holiday Inn Express and one Ramada Inn.

WYNFIELD INNS
6263 Westwood Blvd.
Orlando, FL 32819
(800) 346-1551 (Res. for Westwood)
(800) 468-8374 (Res. for Main Gate)
(407) 345-8000
Contact: Kenn Lantry

Wynfield Inns offers affordability with style at two locations in the Orlando area, both just minutes away from Walt Disney World and all exciting Central Florida locations. Both hotels feature complimentary coffee, tea and fruit 24 hours a day, beautiful tropically landscaped grounds, and the hospitality and friendliness that will make your vacation a truly magical one.

MERCHANDISE DISCOUNTS/FUND- RAISING PROGRAMS

ACTION PRODUCTS INT'L., INC.
344 Cypress Rd.
Ocala, FL 32672
(800) 874-9853 (for U.S. orders)
Contact: Danielle Tyrell

Action Products Int'l., Inc., employee store and corporate identity specialists, imports and manufactures toys, souvenirs, novelties, sportswear, model kits, gifts and books. We offer T-shirts, sweats, caps, totes, patches, raincoats, buttons, pens, pencils, coffee mugs, magnets, frisbees, incentives with your logo or event! Lowest prices.

AMERICAN CONCEPTS, INC.
11121 S.E. 251st Ct. - #4
Kent, WA 98031
(206) 859-4811
Contact: Candice A. May

American Concepts, Inc. has a variety of discounted consumer products available for employee discount promotion, employee store promotions and on-site sales.

ARIS-ISOTONER, INC.
417 Fifth Ave.
New York, NY 10016-2265
(212) 532-8627
Contact: Jill Mattera

Aris-Isotoner, Inc. offers ladies' and men's Isotoner gloves and slippers (children's sizes also available) to NESRA members. Minimum order of \$100 per category is required.

BAG CITY
3640 Wade St.
Los Angeles, CA 90066
(212) 397-5968
Contact: Jeffrey Maitles

Bag City is a manufacturer and importer of fine leather and eel skin bags and accessories. Our range includes travel and garment bags, tote bags, organizers and briefcases. All offered at wholesale prices to NESRA members.

BEARSE MFG. CO.
2022 Yorktown N.
Jeffersonville, PA 19403
(215) 539-7079
Contact: Bob Powers

Are you looking for a set of "Made in the USA" sports bags that your employees can buy directly from the manufacturer at a wholesale cost? If so, we have the luggage program for you! Free samples and discounts to NESRA members are only a phone call away. *Proudly Made in the USA*.

**BLACK HILLS GOLD BY
COLEMAN-FRIZZELL MFG.**
5125 Hwy. 16 S.
Rapid City, SD 57701
(800) 437-1985
Contact: Bill Cook

This company offers tri-colored Black Hills gold jewelry—rings, earrings, pendants, tie tacks, bracelets—also sterling silver with Black Hills gold leaves.

BRONSON
4526 Rinetti Ln.
La Canada, CA 91012
(800) 437-6659 ext. 222
Contact: Kathy Brunette

Bronson offers employees two convenient ways to buy over 160 health and fitness products at 40-60 percent below nationally advertised brands. Choose "Plan A" and employee stores earn a 33 percent profit. Choose "Plan B" and employee services/wellness programs earn employees an additional 10 percent discount (via mail-order catalog).

BLAKAR INC.
192 Lexington Ave.
New York, NY 10016
(212) 686-0810
Contact: Joel Zimmer

Blakar, Inc. is a full-line stocking distributor of the following manufacturer's products: Sanyo, Smith Corona, Rival appliances, Franklin spellers and dictionaries, Southwestern Bell telephones and answering machines. Maximum wholesale discounts are offered to NESRA members.

BURNES OF BOSTON
225 Fifth Ave., Suite 929
New York, NY 10010
(212) 685-3950
FAX: (212) 447-5171
Contact: Myrna Zarrell

Burnes of Boston is the largest frame and photo album manufacturer in the U.S. Wholesale prices. Frames: Elegant woods, silverplate, solid brass, ceramic, acrylics and baby frames. All types of photo albums including decorative, fabrics, paper and vinyl as well as refills for the albums. Special dating programs for NESRA members.

**CHERRY HILL FURNITURE
CARPET & INTERIORS**
P.O. Box 697
Furnitureland Station
Austin, MN 55912
(800) 328-0933
Contact: Donna Blair

With 50 years experience, Cherry Hill offers discounts up to 50 percent off furniture and carpet direct from North Carolina's furniture capital. Choose from 500 elegant brands of furniture. Nationwide in-home delivery is available.

**CONSUMER BENEFIT SERVICES,
INC.**
710 E. Ogden Ave., Suite 117
Naperville, IL 60563
(800) 888-9055
Contact: Michael Martorano

NESRA members can buy products and services at wholesale. Our 1-800 24-hour discount shopping service features the lowest price guarantee on 275,000 name-brand products. Our Discount Travel Agency has the lowest airfares and hotels with a 5 percent cash rebate. Members save money with our grocery coupon plan. Discounts on RX, golf, skiing, car care and more!

CORPORATE JEWELRY CLUB
319 E. 2nd Street, Suite 115
Los Angeles, CA 90012
(213) 617-7882
Contact: Edward Wong

As a manufacturer of fine jewelry, the Corporate Jewelry Club offers employees direct wholesale prices on diamond rings, earrings, and pendants decorated with rubies, sapphires and emeralds. Gold chains, watches and engagement rings are also available at wholesale prices. Employee associations receive a 10 percent refund on all sales.

CUSTOM PIN AND DESIGN
Box 1232
Lake Placid, NY 12946
(518) 523-2810
Contact: John Stevenson

Custom Pin and Design offers Cloisonne Enamel lapel pins—featuring your logo or design (corporate or other). With their low cost and high perceived value, pins make excellent giveaways or resale items. Very popular today, they are the #1 people-related public relations product.

D.M. MERCHANDISING
1479 Merchandise Mart
Chicago, IL 60654
(312) 527-1363
Contact: Norm Yellin
Outstanding values and variety in high quality, gift boxed, fun fashion jewelry—bracelets, necklaces, earrings, rings, pins, watches—custom cloisonne pins and watches—unique concept in one price assortment.

DAVID J. SELZNICK GROUP
100 W. 94th St., Suite 24E
New York, NY 10025

(212) 866-1441
Contact: David J. Selznick

The David J. Selznick Group specializes in discount sales to company stores, employee groups and associations. A beautiful full line of jewelry including tennis bracelets and necklaces is available as well as a complete line of electronics, including radios, compact disc players, telephones and answering machines from top brand manufacturers. We also sell quality luggage, cosmetics and perfume at discount prices.

**ENCYCLOPAEDIA BRITANNICA
U.S.A.**
310 S. Michigan Ave.
Chicago, IL 60604
(312) 347-7306
Contact: Ralph Alleman

Encyclopaedia Britannica offers an income-producing opportunity to NESRA members through use of inserts/statement stuffers, making available a group discount offer on Encyclopaedia Britannica to your employees.

**ENTERTAINMENT PUBLICATIONS,
INC.**
2125 Butterfield Rd.
Troy, MI 48084
(313) 637-8400
Contact: Shirley G. Schmitz

Entertainment Publications, Inc. publishes Entertainment® and/or Gold C Saving Spree® coupon books in over 100 U.S., eight Canadian and seven foreign markets. Its books contain hundreds of 2-for-1 offers for local dining, movies, special events, sports, hotels, and more. Entertainment provides its products to nonprofit fund-raising groups and organizations, schools, youth groups and to employee groups on consignment, with no deposit or risk. Groups pay for only the books they sell. The company also designs and publishes custom and premium products for corporations.

EXECUTIVE MARKETING GROUP
620 Village Trace, Suite 200
Marietta, GA 30067
(404) 988-0777
Contact: George M. McCombs

NESRA members get 10 percent off wholesale on customized corporate jackets, all leather sportbags, garment bags, golf shirts, "Chill N Grill" sets, computerized sweaters, embroidery work, golf hats, printed sweat and T-shirts, printed umbrellas, Koozie's can coolers, leather executive portfolios, and all types of golf rated items, and any ad speciality items.

FANNIE MAY CANDIES
1137 W. Jackson Blvd.
Chicago, IL 60607
(312) 243-2700 Ext. 401
Contact: Greg Percival

Fannie May Candies offers NESRA members 20-35 percent discounts on their candy and gift-certificate purchases. These discounts are good year-round. The perfect gift for Christmas, birthdays or any special occasion. Great for fund raising!

FLORAVISION, INC.
3716 Lehigh St. Suite 102
Whitehall, PA 18052
(215) 770-7050
(800) 543-3997 (order line)
Contact: Jan Clair

Floravision, Inc. is a service company providing premium quality floral products worldwide. Via their toll-free number, individuals and business clients can send flowers 24 hours a day. Special programs for company stores, human resources departments and employee associations. NESRA companies receive a 10 percent discount.

FLORIDA BRIEFCASE
285 Central Pkwy.
Altamonte Springs, FL 32714
(800) 234-3814
Contact: Jack Foley

Corporate distributor of fine leather, vinyl and eel skin products including attaches, portfolios, organizers, planners, wallets, handbags and carry-on luggage. No minimum order. Volume discounts available. Wholesale program available for company stores. Please call for catalogs and price sheet.

GRANDMA'S FRUIT CAKE/METZ BAKING CO.
P.O. Box 457
201 S. 5th St.
Beatrice, NE 68310
(800) 228-4030
Contact: Ron Young

Grandma's Fruit Cake is truly a gourmet's delight—loved by all, it's the perfect gift. Use as corporate gifts, store resale items, fundraisers, or employee discounted merchandise. NESRA members are entitled to a discount for employee groups. Samples and brochures are available upon request.

GIFT MASTERS
P.O. Box 314

15300 Hickory
Oak Forest, IL 60452
(708) 687-2518
Contact: Harold Stromberger

We offer a gift/keepsake, cast in fine grade pewter, which makes an excellent gift for Christmas, birthdays, or just for friendship. Our goal is to minimize your involvement and maximize the discount, 30 percent to your employees.

GROUP DISCOUNTS
P.O. Box 669
Bethel Park, PA 15102
(412) 831-4819
Contact: Jack Muse

Group Discounts offers magazine subscriptions to employee groups at low group discount rates. The low rates apply to both new and renewed subscriptions.

HANOVER-BOSTONIAN SHOE CO.
440 N. Madison St.
Hanover, PA 17331
(800) 368-3674
(717) 632-7575
Contact: Jay Allie

Hanover-Bostonian Shoe Co. offers special savings of up to 40 percent on certain styles and brands of mens' and ladies' footwear. This company is also the supplier of the world famous "Sportech" walking shoe. Call for more information.

HAPPY DISCOUNT PLANS
2353 Apple Valley Dr.
Howard, OH 43028
(800) 798-2594
(614) 392-0644
Contact: Howard Cherry

Happy Discount Plans offers at no cost to the employer: (1) See America at 50 percent off regular room rates at over 1,500 Hotels/Motels nationwide; (2) An Eyecare program that offers up to 50 percent off eyeglasses and contacts. Call for free information.

HARRIS & MALLOW, INC.
651 New Hampshire Ave.
Lakewood, NJ 08701
(201) 363-9400
Contact: Dennis Adams

Harris & Mallow, Inc. offers handcrafted wood decorator clocks, weather stations and electric indoor grills (smokeless).

HOUGHTON MIFFLIN
2 Park St.
Boston, MA 02108
(617) 725-5969
Contact: Melissa Hosmer

Your employees can save up to 40 percent on our most popular books. We publish a wide selection of top-quality gardening guides, travel guides, health and fitness titles, dictionaries, almanacs, sports books and children's books.

IMPRESSIONS
17194 Preston Rd., Suite 123-190
Dallas, TX 75248
(214) 380-8392
Contact: Cliff Reed

Impressions specializes in trunk shows with two sales divisions: (1) A manufacturer of 14 kt. gold and diamond jewelry, extensive collection. (2) "Designer Type" fashion jewelry, purses, accessories, etc.; top selling price \$75.

JACOBS TRADING CO.
901 N. Third St.
Minneapolis, MN 55401
(612) 349-2300
Contact: Jim Malone

We are wholesalers of excess inventories and overstocks. We buy entire inventories of major brandname housewares, giftware, hardware, electronics, etc. We also use these inventories for premium programs.

JADE DRUG CO., INC.
P.O. Box 2179
Spring, TX 77373
(800) 634-0075
Contact: Gerald Lord

Jade Drug Co., Inc. offers designer fragrances, Cross pens and Timex watches.

KAL KREATIONS
P.O. Box 2273
Sausalito, CA 94966
(415) 331-0707
Contact: Les Baskind
Lorna Grant

Wholesalers of gorgeous fashion barrettes (retail \$1.99-\$10.99) for all ages. Also sterling silver, Austrian crystal, marcasite and fashion earrings (retail \$1.99-\$15.99). Free displays are available. We have the newest fashions with the best prices!!

THE LEATHER BAG COMPANY

643 S. Olive St. #510
Los Angeles, CA 90014
(213) 627-4042
Contact: Aaron Alpert

The Leather Bag Company is a quality distributor of fine leather goods priced 50-70 percent less than retail. The Leather Bag Company is available for on-site leather shows. As a fund raiser it will pay the host company a percent of total gross sales.

LSB COMPANY, INC.

37 Jefry Ln.
Hicksville, NY 11801
(516) 933-7910
Contact: Gary Brill

LSB Company, Inc. is your source for logo items for all your company special events including blood drives, United Way, sales meetings, picnics and holiday season parties. We feature items such as our corporate teddy bear with a T-shirt, and many other items that can be customized. Brand name merchandise from Gucci, Casio and Ralph Lauren are available for company stores and employee sales. Call for a free brochure.

NATIONAL CAR RENTAL SYSTEM, INC.

7700 France Ave. S.
Minneapolis, MN 55435
(612) 830-2255
Contact: Sheila Markstrom

NATIONAL GOLD & SILVER

10 Selden St.
Woodbridge, CT 06525
(203) 387-0133
Contact: Chris McGowan

NIKON, INC.

7550 N. Oak Park Ave.
Niles, IL 60648
(708) 647-1460
Contact: Jeff Marsh

Nikon offers a complete line of cameras, binoculars and videos available for incentive use. Call for more details.

NORTH AMERICAN MARKETING CORP. (NAMCO)

100 Sanrico Dr.
Manchester, CT 06040
(203) 649-3666
Contact: Gary Tampone

NAMCO Toy Wholesalers has specialized in toys for corporate children's Christmas par-

ties for 30 years. Case lot sales only; all at lowest wholesale pricing.

PARSONS TECHNOLOGY

375 Collins Rd. N.E.
Cedar Rapids, IA 52402
(800) 369-5000
Contact: Joseph Haddy

Parsons Technology is a computer software developer known in the industry for producing high-quality yet affordable products. Parsons produces MoneyCounts, the award-winning money management package in addition to a diverse line of productivity, utility and church-related software. NESRA discount: 25 percent.

PASSBOOK CLUBS OF AMERICA INC./CUC PUBLISHING

10031 Monroe, Suite 105
Dallas, TX 75229
(214) 357-1986
Contact: Joan Stern

Passbook Clubs of America, Inc./CUC Publishing is a printer of premium publications and publisher of discount coupon books made available to employee groups and fund-raising organizations throughout the U.S. for over 12 years. They work with over 4,500 employers and organizations.

PERKS UNLIMITED, INC.

153 Main St.
Sayville, NY 11782
(800) 727-3757
Contact: Susan Easparro

Perks Unlimited, Inc., a national/international supplier of Corporate Rate Savings Cards, will provide these cards to NESRA members at no cost whatsoever. With these cards, NESRA members can enjoy savings at local and national businesses throughout the country. Call us today for this free perk.

REGALI, INC.

8131 LBJ Frwy., Suite 350
Dallas, TX 75251
(214) 238-8830
Contact: Rupa Dutia

Regali, Inc., a manufacturing, wholesale company, offers quality merchandise at competitive prices. The company specializes in corporate logo pins and jewelry, incentive programs, and fine jewelry. Items can be sold in company stores or through discount programs.

R.J. SPENCER ASSOCIATES, INC.

9825 W. Sample Rd., Suite 203

Coral Springs, FL 33065

(305) 345-8991
Contact: Marsha Kaye

R.J. Spencer Associates is an advertising company working with companies, hospitals and government agencies throughout the nation offering complimentary discount card programs to all employees. Through a joint effort, the merchants in your community will offer the employees of your company a discount on their merchandise or services. There is no charge to your company or employees. Your only obligation is to distribute the cards.

RIGHT IDEAS, INC.

316 Hartford Rd.
Manchester, CT 06040
(203) 647-1492
Contact: George E. Alexander, Jr.

Right Ideas Inc. has been a premium incentive distributor since 1977. Offering factory direct wholesale or near wholesale prices on Sony, Apple, Corning, G.E., RCA, Black & Decker, Seiko, Panasonic, Toro, Minolta, Zenith, AT&T and discount Travel Club to NESRA members.

RON JONES AND ASSOCIATES

175 Union St.
Oneida, NY 13421
(315) 363-8490
Contact: Ron Jones

Ron Jones and Associates specializes in merchandise for employee stores, special events, corporate and employee recognition programs. Direct factory representative for brand name merchandise: London Fog Knitwear, Hanover-Bostonian Shoe Co., Thor-Lo Socks, Spalding Sporting goods, Haas-Jordan Umbrellas, Westclox/Seth Thomas Clocks, Cawley Plaques, Lasting Impressions (photo etching) and Personal Expression (Fuzzy line).

SEE'S CANDIES

3423 S. La Cienega Blvd.
Los Angeles, CA 90016
(800) 877-7337
Contact: Rosemary B. Robinson

See's Candies offers the freshest quality boxed chocolates and candies available for employee group and association purchases, company stores, corporate gifts and incentives and employee association fundraising. Gift certificates and many items available all year. Holiday specialties for Valentine's, Easter and Christmas are also available.

**STERLING INC. AND
PARTICIPATING JEWELERS**
375 Ghent Rd.
Akron, OH 44333
(216) 668-5705
(800) 800-8796
Contact: Kellie Baughman

LeRoy's, J. B. Robinson, Shaw, Osterman, Kay, Friedlanders, Hudson Goodman, Sterling, Goodman, Belden, Rogers and Weisfield would like to offer your employees the Employee Privilege Program. It's more than a 10 percent discount off sale prices; it's an entire perk package that includes free services. Call for more information.

STEVEN STEWART & ASSOCS., INC.
1000 FM 1960 W., Suite 107
Houston, TX 77090
(713) 893-7718
Contact: David S. Rhoads

Steven Stewart & Assocs. Inc. is a national greeting card distributor offering best-selling displays with full service provided and no investment. "Profit from the first card sold!" Proven program provides a "Win-Win" situation for you as well as a much appreciated service for your customers.

SUZAN HARRISON, INC.
18100 Burbank Blvd., Suite 21B
Tarzana, CA 91356
(818) 342-1190
Contact: Suzan Harrison

Suzan Harrison, Inc. offers tickets for entertainment/special events at special pricing.

**SWERSEY'S CHOCOLATES AND
GIFTS**
54-01 Grand Ave.
P.O. Box 286
Maspeth, NY 11378
(718) 497-8800
Contact: John Swersey

Swersey's Chocolates' special group buying plan provides the finest quality chocolates and gifts at wholesale prices for your association to offer as a greatly appreciated savings to your employees or as a fundraiser during the holidays (Halloween, Thanksgiving, Christmas, Valentine's Day, Easter and Mother's Day).

TEXAS INSTRUMENTS
P.O. Box 650311 M/S 3910
Dallas, TX 75265
(214) 917-1617
Contact: Joe Spinelli

Texas Instruments offers discount programs to employee clubs and stores on all TI calculators and educational toys such as "Speak & Spell." We also have an order center program offering consumer products ranging from personal care to high-tech electronics with price guarantees and dollars back to club or association.

VI-TEL ELECTRONICS
100 Hollister Rd.
Teterboro, NJ 07608
(201) 440-8700
Contact: Janet Pincus

Vi-Tel Electronics, the largest wholesale distributor of consumer telecommunication products in the country can act as a one-stop source for your employees' needs. We can offer savings up to 50 percent off MSR on such brands as AT&T, Brother, BASF, Mita, ITT, Murata, Phonemate, N.W. Bell, S.W. Bell and Selectronics. These items are offered to employees in a printed employee sale brochure distributed by the employer and products are dropped shipped to each employee by Vi-Tel Electronics.

PHOTOFINISHING

C.S. PHOTO
47 Main St.
New Britain, CT 06050
(203) 229-2057
Contact: Bob McManus

C.S. Photo offers full service film processing featuring customized envelopes, self-service units and programs. High quality overnight service.

EMPLOYEE PHOTO SERVICE, USA
180 Furler St.
Totowa, NJ 07512
(800) 524-1027
(201) 890-1803
Contact: Tom Kearns

Employee Photo Service, USA offers the most personalized discount employee film developing service to all size companies. Employee Photo Service also features our annual photo contest, passport photo day and photographers for association functions. Find out why we say, "Employee Film Developing ...and much more!"

GUARDIAN PHOTO, INC.
43045 W. Nine Mile Rd.

Northville, MI 48167
(313) 349-6700
Contact: David Peterson

Guardian Photo is a wholesale film developer with nine labs nationwide, with next-day processing services.

QUALEX INC.
3758 E. Grove
Phoenix, AZ 85040-3989
(602) 437-2006
Contact: Steve Pflum

Qualex Inc., a member of the Eastman Kodak Colorwatch System, provides full service and high quality photofinishing.

SPECIALTY SERVICES

BABY TOGS INC.
460 W. 34th St.
New York, NY 10001
(212) 868-2100
Contact: Melvyn Goldstein

Baby Togs Inc. offers newborn and infant clothing.

**EMPLOYEE PRINTING
SERVICES, INC.**
P.O. Box 248
Bedford Park, IL 60499-0248
(800) 323-2718
(708) 496-7345
Contact: Mary Milbradt

Employee Printing Services, Inc. is a designer and manufacturer of fine wedding invitations, personalized Christmas cards, announcements and accessory items. All products are offered to NESRA members at a 40 percent discount.

FEDERAL PRINTING CO.
270 Farmington Ave., Suite 305
Farmington, CT 06032
(800) 733-6127
Contact: Leon S. Davidoff

Federal Printing Co. offers fine wedding invitations and social stationery at a discount.

FUN SERVICES

3815 S. Ashland Ave.

Chicago, IL 60609

(312) 847-2600

(800) 926-1223

Contact: Brian E. Russell

Our 25-year old franchise system of offices across the country helps people with company picnics and parties, and supplies a variety of games and programs for both adults and children. Fun Services also specialize in premium, imprinted and fund-raising items. To locate the office nearest you, call (800) 926-1223.

GLORIA SHAVEL INC.

225 Fifth Ave.

New York, NY 10010

(212) 685-2220

Contact: Gloria Shavel

Travel accessories, umbrellas with matching totes, slippers, bath accessories, handkerchiefs, finger-tip towels, mirror/make-up mirror. Baby gift items: Comforters, bibs, pillows, bath towels, silver frames, toys, photo albums, knits, shawls, silver baby accessories, banks, combs and brushes.

HAWORTH PRESS, THE

10 Alice St.

Binghamton, NY 13904-1503

(607) 722-8273

Contact: Bill Cohen

MARKET AMERICA/THE COMPANY STORE

233 Fillmore Ave.

Tonawanda, NY 14150

(716) 694-5094

Contact: B. Kaye Smith

Specializing in set-up to start-up of on-site employee stores for small to mid-sized companies.

TRANS NATIONAL FINANCIAL SERVICES

855 Boylston St., Sixth Floor

Boston, MA 02116

(800) 262-6628, ext. 6092

Contact: Karen Cox

Trans National Financial Services (TNFS) is a nationwide marketing company offering the competitive NESRA Credit Card. TNFS and MBNA America also offer other financial benefits to member organizations and companies. For more information, please contact Karen Cox at (800) 262-6628, ext. 6092

VENDING CONSULTANTS, INC.

8040 University Blvd.

P.O. Box 1395

Des Moines, IA 50305

(515) 255-1108

Contact: Paul Calkins

This company offers a specially designed vending and prepaid debit card system for selling and dispensing general admission tickets for theaters, special events, amusement parks and family attractions. The system allows for ticket sales 24 hours per day, seven days a week.

SPORTING GOODS/ FITNESS INFORMATION

AMATEUR SOFTBALL ASSOC. OF AMERICA

2801 N.E. 50th St.

Oklahoma City, OK 73111-7201

(405) 424-5266

Contact: Don E. Porter

AMERICAN BOWLING CONGRESS

5301 S. 75th St.

Greendale, WI 53129

(414) 421-6400

Contact: Jack Mordini

ABC is a voluntary membership organization which provides goods and services to its over three million members. Further, ABC works closely with all integers of the bowling industry for the betterment of the sport.

AMERICAN SKI ASSOC.

1888 Sherman St., Suite 500

Denver, CO 80203

(303) 861-7669

(800) 525-7669

Contact: Ellen Blackburn

FITNESS MANAGEMENT MAGAZINE

Box 1198

Solana Beach, CA 92075

(619) 481-4155

Contact: Ed Pitts

Fitness Management Magazine provides information for the profitable management and professional program leadership of adult

physical fitness centers. It regularly features exercise science, marketable programs, management, facilities, equipment and related services. Subscriptions are free to persons having purchasing influence or authority for fitness centers.

HILLERICH & BRADSBY CO., INC.

P.O. Box 35700

Louisville, KY 40232

(502) 585-5226

Contact: Susan Riney Clark

Hillerich & Bradsby Co., Inc. is a manufacturer of Louisville Slugger® baseball/softball wood/aluminum bats, fielder's gloves, equipment accessories and Power Bilt® golf clubs, equipment and accessories. Write for more information.

NATIONAL GOLF FOUNDATION

1150 S. U.S. Hwy. 1

Jupiter, FL 33477

(305) 844-2500

Contact: John J. Gaynor

NATIONAL RIFLE ASSOC. OF AMERICA

1600 Rhode Island Ave. N.W.

Washington, DC 20036

(202) 828-6152

(202) 828-6153

Contact: John J. Grubar

The National Rifle Association of America extends technical assistance to individuals and groups wishing to start or enhance recreational shooting programs. These programs span across many firearm interests such as gun safety, marksmanship, collecting, sanctioned competitions (leagues, tournaments and affiliated clubs (rifle and pistol, hunting, etc.).

SPORTSWEAR

BLACKBIRD INT'L.

1333 E. University Dr.

Tempe, AZ 85281

(800) 272-7171

(602) 966-7384

Contact: Erin O'Leary

Blackbird Int'l. produces high-tech, state-of-the-art aviation graphics screened onto apparel, wallgraphics and ceramic mugs. Seven separate collections feature

aircrafts from WWII to Space. Wholesale pricing with quantity discounts available.

CHALK LINE, INC.
P.O. Box 38
Anniston, AL 36202
(205) 238-1540
Contact: Rich Conroy

Chalk Line offers fashionable, yet functional styling in outerwear and sportswear. This company also has innovative decorating capabilities that include direct embroidery, screen printing, sewn-on patches, tackle twill, mock chenille, and embroidered letters.

CLIFF ENGLE
P.O. Box 158
Carlstadt, NJ 07072-2809
(201) 507-0033
Contact: Ron Morehouse

Cliff Engle, the official licensee of NFL, NBA, MLB and NHL sportswear, offers NESRA members and their employees a 30 percent savings through a "no-cost, no-work, turn-key program."

GEAR FOR SPORTS
9700 Commerce Pkwy.
Lenexa, KS 66219
(913) 888-0535
Contact: Kirk Kowalewski

Gear for Sports offers a complete line of high quality sportswear: T-shirts, shorts, sweatshirts, polos, jackets, outerwear and warmup suits. We embroider or silkscreen these garments with your company name, logo or create a custom design just for you.

HIGH FIVE SPORTSWEAR
2112 Cotner Ave.
Los Angeles, CA 90025
(213) 575-3104
Contact: Mike Currie
Joel Serber

"Custom Clothing—Factory Direct"
corporate and promotional apparel including embroidered jackets, fashion fleecewear, sweatshirts, sweat suits, nylon warmups, shorts, Lycra body wear, T-shirts, caps and other wearables.

SAYINGS FOR YOU, INC.
407 Broad Ave.
Palisades Pk., NJ 07650
(201) 592-0676
Contact: Alan Wendorf

Sayings For You, Inc. will imprint anything on wearables, pens, key chains, mugs, plastic bags, buttons, vinyl, leather, etc. We will put your company logo or message on any item. Our service and quality is of the highest standard. NESRA members get special prices.

SUNBURST SPORTSWEAR
859 S. Rt. 53
Addison, IL 60101
(708) 629-2700
Contact: Craig Schulze

Sunburst Sportswear is a supplier of quality logo imprinted sportswear. We carry a wide range of both fashion and basic apparel.

VELVA SHEEN MFG. CO.
3860 Virginia Ave.
Cincinnati, OH 45227
(800) 999-0875
(513) 272-3600
Contact: Steve Tope

Velva Sheen offers imprinted sportswear including T-shirts, sweatshirts, jerseys, jackets, sweaters and shorts.

TRAVEL: CRUISE LINES/AIRLINES

CROWN CRUISE LINE
2790 N. Federal Hwy.
Boca Raton, FL 33431
(407) 394-7450
Contact: Ruth Young

Crown Cruise Line offers two-night Nassau, five-night Key West, Cancun and Cozumel, seven-night Key West, Grand Cayman, Ocho Rios, Labadee Shores Cruises. Also offers three, four, and seven-night luxury live-aboard dive excursions from Freeport and Nassau. One day coastal and Freeport cruises. All cruises except for dive cruises are out of the Port of Palm Beach.

THE CRUISE CO.
573 Hanover Ave.
Staten Island, NY 10304
(800) 548-9695
(718) 720-9182 (in NY)
(201) 506-7714 (in NJ)
Contact: Andrew Sama

The Cruise Co. offers cruises and fly/cruise programs with various getaways and destinations at discounts of up to 40 percent and sometimes more for NESRA members.

KLM ROYAL DUTCH AIRLINES
225 N. Michigan Ave., Suite 324
Chicago, IL 60601
(312) 861-9292
Contact: Lucia Youkhana

KLM flies to over 150 destinations in 77 countries on six continents. Nine convenient U.S. gateways: New York, Baltimore/Washington, D.C., Chicago, Atlanta, Houston, Los Angeles, Orlando, Detroit and Minneapolis.

MORRIS AIR SERVICE
260 E. Morris Ave.
Salt Lake City, UT 84115
(801) 483-6133
(800) 444-5660
Contact: Elizabeth Brown

Morris Air Service offers incredible value ski packages to Utah. All packages include roundtrip airfare, accommodations, lift tickets and all transfers. Package prices start at \$298 per person for a two-night trip.

SOUTH FLORIDA CRUISES, INC.
3561 NW 53 Ct.
Ft. Lauderdale, FL 33309
(800) 42-NESRA
(800) 327-SHIP
(305) 739-SHIP
Contact: Madge Mills

South Florida Cruises, Inc., bonded cruise specialists, offers savings on major cruise lines to and from all ports of call. Cruises can be booked two weeks to 14 months in advance. Groups, families, and individuals can be accommodated. Cruises can also be planned for sales meetings and given as employee incentives.

SPIRIT CRUISES
501 Front St.
Norfolk, VA 23510
(804) 627-2900
Contact: Charles S. Johnson Jr.

Spirit Cruises, Inc. offers sumptuous dining, energetic dancing and an exciting musical show aboard luxury lunch, brunch, dinner and moonlight cruises. Spirit ships operate in Boston, Chicago, New Jersey, New York, Norfolk, Mount Vernon, Philadelphia, Puget Sound and Washington, D.C. Special discounted prices for groups of 20 or more.

SWISSAIR
608 Fifth Ave.
New York, NY 10020
(212) 969-5730
Contact: Peter Stadler

Swissair offers all NESRA members active or retired, skiing and other sports packages, health spas and fitness programs, city interludes and countryside touring. Group departure dates can be arranged with other NESRA companies with similar interests. Swissair can assist in the planning and promotion of these tours to Europe, the Middle East and Africa.

**TRAVEL
INFORMATION/
AGENCIES/
VISITORS'
BUREAUS**

ANGERSBACH INT'L.
TOURS, INC.
170-B Main St.
Manasquan, NJ 08736-3559
(201) 223-0303
Contact: Janney Petrone

Angersbach Int'l. Tours is a leading wholesale travel organization that has been in business for over 21 years. We offer NESRA members affordable, top-quality and custom-designed itineraries to many destinations and NESRA discounts are given. Ski the Swiss and Austrian Alps. Visit the Oktoberfest in Munich, The Passionplay, and Bermuda—just some of our specialties.

AUSTRIA SKI/AUSTROTOURS
1535 W. Loop S., Suite 319
Houston, TX 77027-9509
(713) 960-0900
Contact: Dorothea Rasser

Visiting Austria, summer or winter, is very popular with NESRA organizations, who benefit from special rates. Your members will enjoy a unique experience, at moderate cost, and will appreciate our unequalled commitment to their complete enjoyment. Let our experienced specialists support your efforts.

HUNTER MOUNTAIN SKI BOWL,
INC.
Route 23 A
Hunter, NY 12442
(518) 263-4223 ext. 287
Contact: Rob Vicks

Hunter Mountain offers group ski packages ranging from one day to multi-day trips. Meet and ski programs are available and can be tailor-made to suit your requirements. Discounts are available to businesses. For more information, please call Rob Vicks at (518) 263-4223, ext. 287.

IRISH TOURIST BOARD
757 Third Ave.
New York, NY 10017
(214) 418-0800
(800) 223-6470
Contact: Catherine Cullen

Irish Tourist Board promotes Ireland as a destination for employee groups. Special events and trips organized by arrangement.

KISSIMMEE-ST. CLOUD
CONVENTION & VISITORS'
BUREAU
P.O. Box 422007
Kissimmee, FL 34742-2007
(407) 847-5000
(407) 423-6070 (Orlando)
(800) 327-9159 (U.S. & Canada)
(800) 333-KISS (reservations)
Contact: Lori Mirra

Kissimmee-St. Cloud Convention & Visitors' Bureau is a central Florida destination promotion agency representing 124 hotels/motels and 30 campgrounds outside of the main entrance to Walt Disney World and close to many other Central Florida attractions. Consumer information is available. For reservations, call (800) 333-KISS.

LAKE HAVASU AREA VISITOR AND
CONVENTION BUREAU
1930 Mesquite Ave., Suite 3
Lake Havasu City, AZ 86403
(800) 242-8278
(602) 453-3444
Contact: Brenda L. Samchuck

The Lake Havasu Area Visitor and Convention Bureau is happy to provide information on the city, area attractions and amenities. A lakeside desert resort community, Lake Havasu City is America's home for the London Bridge, golf, shopping and water recreation.

LAS VEGAS CONVENTION AND
VISITORS' AUTHORITY
3150 Paradise Rd.
Las Vegas, NV 89109
(702) 733-2505
Contact: JoAnn Jose

Las Vegas offers top name entertainment, beautiful hotel/motel rooms at bargain prices, 24 hour gaming, champion sporting events, excellent shopping and restaurants. Mild year-round climate is excellent for indoor and outdoor activities. Beautiful sightseeing and spectacular attractions. Literature outlining attractions and sites available.

MOUNTAIN RIVER TOURS, INC.
Sunday Rd. P.O. Box 88
Hico, WV 25854
(800) 822-1386
Contact: Dave Cline

Mountain River Tours, Inc. offers adventure trips which include one day and overnight whitewater rafting trips, fishing trips, scenic float trips, and introduces "Ride and Raft," which combines horseback riding, camping and rafting. Call (800) 822-#1FUN for more information on an employee discount program.

NORTH BAY TOURIST—
CONVENTION DEPARTMENT
City Hall-200 McIntyre St.
North Bay, Ontario P1B 8H8
(705) 474-0400
Contact: Ross Kenzie

North Bay is a city of over 50,000 people that offers a four-season vacation opportunity (fishing, hunting, skiing, all water sports) and small (up to 300 delegates) meeting facilities. NESRA members are invited to visit the city between the lakes in the heart of Ontario.

ORLANDO/ORANGE COUNTY
CONVENTION AND VISITORS'
BUREAU
7208 Sand Lake Rd., Suite. 300
Orlando, FL 32819-5273
(407) 363-5800
Contact: Bob Moquin

This full-service convention and visitors' bureau represents attractions, hotels, transportation companies and other tourism-related businesses throughout central Florida. Write or call for free visitor information including a free Official Visitor's Guide and a discount Magicard.™

RESMASTER
4467 Morrell St.
San Diego, CA 92109-4642
(619) 270-2487
Contact: Joan Haugen

RESmaster, (Recreation Employee Services) was designed to contract resort properties, Mexico-Hawaii-Caribbean, at a 20-50 percent discount for NESRA affiliated companies. Packaged with 3-10 percent off airfare to enhance your existing program or create one for smaller companies with no Discount Travel Program.

**SKI ORGANIZERS—
ORGANIZERS, ETC., INC.**
7373 S. Alton Way, #B100
Englewood, CO 80112
(800) 283-2754
Contact: Craig Cook

Ski Organizers-Organizers, Etc., Inc. specializes in ski, golf, tennis, fishing, rafting, biking, scuba, cruises, sailing and other complete active sports travel packages

throughout the world for individuals or groups. NESRA members receive additional discounts on all individual or group trips. Call for customized packages.

TRANS GLOBAL TOURS
8200 Normandale Blvd., Suite 504
Minneapolis, MN 55437
(612) 831-1980
Contact: Karen Martens

Trans Global Tours is a major tour operator specializing in inexpensive, high quality tour programs for employee recreation groups to popular destinations such as winter Caribbean cruises and fall trips to central Europe, England, Ireland and Spain. Discounts vary. Call for details.

**TRAVEL INDUSTRY ASSN. OF
AMERICA**
2 Lafayette Ctr.
1133 21st St. N.W.
Washington, DC 20036
(202) 293-1433
Contact: Robert McClure

TRAVERSE CO.
300 Putnam Hill Rd.
Sutton, MA 01527-1657
(800) 678-3435
(617) 865-6121
Contact: Bill Perry

The Traverse Co. can provide complete group ski vacations (21 people minimum) that are fun and easy to arrange. Destinations: Killington, Mount Snow, Sugarbush, Quebec City and more in Vermont, New Hampshire and Canada.

WEEKENDS AWAY TOURS
215 Long Beach Blvd., Suite 201
Long Beach, CA 90802-3164
(213) 495-2550
Contact: Steve Buck

Lowest prices on snow skiing, river rafting, Hawaii; Mexico; Baja, California. Air or bus transportation included. Weekend or long trips.



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Alamo features fine General Motors cars like this Buick Park Avenue.

Choose and save with Alamo.

As a member, you can get a certificate good for either a Free Upgrade or 25% Off your association's daily rate. See certificate for terms and conditions. Alamo features a fine fleet of General Motors cars, all with *unlimited free mileage* nationwide. Special weekend rates are available by requesting **Rate Code A1**.

For reservations, call your Professional Travel Agent or call Alamo at 1-800-327-9633. Be sure to request **Rate Code BY** and use your Membership I.D. number 236413.



Where all the miles are free™

FREE UPGRADE NATIONWIDE

1. Certificate good for ONE FREE UPGRADE to next car category. luxury and specialty cars excluded. subject to availability at time of rental.
2. One certificate per rental. not to be used in conjunction with any other certificates/offers.
3. A 24-hour advance reservation is required.
4. Offer valid 7/1/91 through 12/31/91.
5. Certificate must be presented at the Alamo counter on arrival.
6. This certificate is redeemable at all Alamo locations in the U.S.A. only. Once redeemed, this certificate is void.
7. This certificate and the car rental pursuant to it are subject to Alamo's conditions at the time of rental.
8. This certificate is null and void if altered, revised or duplicated in any way. In the event of loss, certificate will not be replaced.
9. Offer not valid 8/29/91-9/2/91, 11/28/91-11/30/91 and 12/19/91-12/28/91.
10. For reservations call your Professional Travel Agent or call Alamo at 1-800-327-9633. Be sure to request **Rate Code BY** and use your Membership I.D. number.

Alamo features fine General Motors cars like this Buick Regal.

U48B I.D. # 236413



Where all the miles are free™

25% OFF YOUR ASSOCIATION BASIC RENTAL RATE

1. Offer valid for rentals of a minimum of 1 and a maximum of 4 days.
2. One certificate per rental. not to be used in conjunction with any other certificates/offers.
3. A 24-hour advance reservation is required.
4. Offer valid 7/1/91 through 12/31/91.
5. Certificate must be presented at the Alamo counter on arrival.
6. This certificate is redeemable at all Alamo locations in the U.S.A. only. Once redeemed, this certificate is void.
7. This certificate and the car rental pursuant to it are subject to Alamo's conditions at the time of rental.
8. This certificate is null and void if altered, revised or duplicated in any way. In the event of loss, certificate will not be replaced.
9. Offer not valid 8/29/91-9/2/91, 11/28/91-11/30/91 and 12/19/91-12/28/91.
10. For reservations call your Professional Travel Agent or call Alamo at 1-800-327-9633. Be sure to request **Rate Code BY** and use your Membership I.D. number.

Alamo features fine General Motors cars like this Buick Skylark.

P01B I.D. # 236413



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33465AS

See your employees smile again and again.

With a Qualex Film Developing Center in your facility, we'll give your employees lots of reasons to smile...

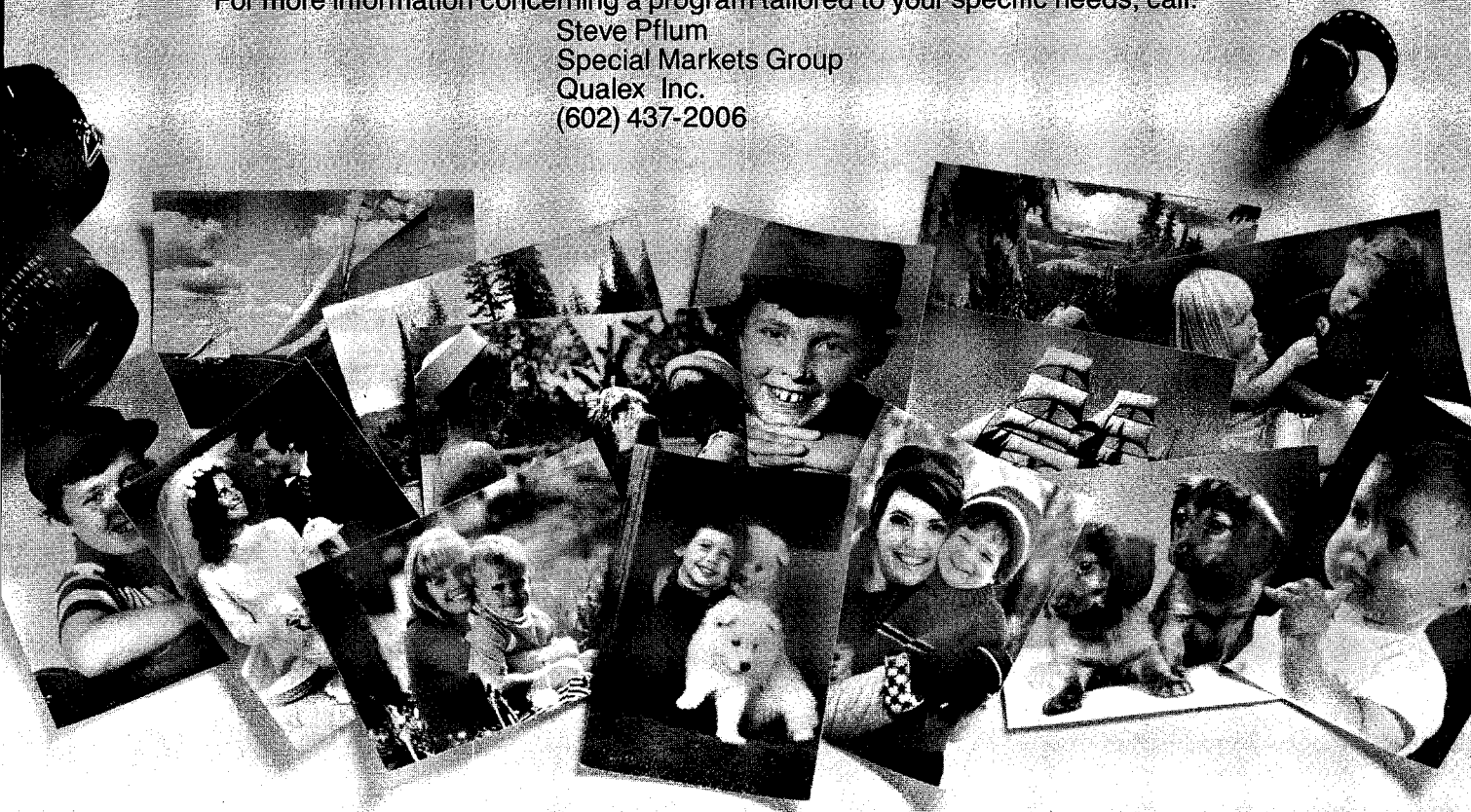
- Convenient film pick up unit located on your premises
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- Money back satisfaction guarantee
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Your Employee Film Developing Program requires no cash investment from your company. In fact, many of our customers' programs are sources of funding for additional employee activities.

For more information concerning a program tailored to your specific needs, call:

Steve Pflum
Special Markets Group
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(602) 437-2006



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KODALUX and design and colors are trademarks of Eastman Kodak Company under license to Qualex Inc.

TENTATIVE CONFERENCE PROGRAM

THE 51st ANNUAL NESRA CONFERENCE & EXHIBIT

April 1-5, 1992

Opryland Hotel, Nashville, Tennessee

"Entertaining New Ideas"

WEDNESDAY, APRIL 1

9:00 a.m.
Registration

5:30 - 6:30 p.m.
First Timers Hospitality

THURSDAY, APRIL 2

8:00 a.m.
Registration

8:00 - 9:30 a.m.
Regional Breakfasts

10:00 - 11:30 a.m.

Conference Opening Session

"The One Minute Manager
Meets The Monkey"
Speaker: Hal Burrows

11:45 - 1:00 p.m.
Certification Luncheon

LUNCH ON YOUR OWN

1:00 - 2:30 p.m.
Special Interest Groups
(Eight Workshops by
company size, facilities)

2:00 - 3:00 p.m.
Exhibitors' Orientation

2:45 - 3:45 p.m.

Concurrent Sessions

- 1) "Children's Events on a Shoestring"
Speaker: Collette Morgan, L.E.R.A.
- 2) "Creativity in Newsletters"
Speaker: Sandra Hinzmann, SRI Int'l.
- 3) "Chapter Leader Workshop"
- 4) "Employee Store Roundtable Discussions"

Moderator: Sandy Wies,
Ralston-Purina Co.,
5) "Wellness Roundtable
Discussions"

4:00 - 6:30 p.m.

EXHIBIT HALL GRAND OPENING

7:30 p.m.
Theme Party

FRIDAY, APRIL 3

8:00 a.m.
Registration

BREAKFAST ON YOUR OWN

8:45 - 9:45 a.m.

General Session

"The Abilene Paradox"
Speaker: Jerry Harvey,
George Washington University

10:00 - 11:00 a.m.

Concurrent Sessions

- 1) "Software for ES&R"
Speaker: Arnold Maler,
Apple Computers
- 2) "Problem Solving" Part I
Speaker: Joe Bannon,
Sagamore Publishing
- 3) "Special Event Planning"
Part I
- 4) Employee Store Track:
"Merchandising for
Effective Displays"
Speaker: Kirk
Kowalewski,
Gear for Sports
- 5) Health Track:
"The Wellness Concept"
- 6) "Chapter Administrators'
Session"

11:15 - 12:15 p.m.

Concurrent Sessions

- 1) "Desktop Publishing—
The Advantages"
- 2) "Problem Solving" Part II
Speaker: Joe Bannon,
Sagamore Publishing
- 3) "Special Event Planning"
Part II
- 4) Employee Store Track:
"Expanding Your Store's
Services" Speaker:
Bob Pindroh, CESRA
NESRA 1991 President
- 5) Health Track: "Fitness for
the Aging Workforce"
- 6) "Selling to the NESRA
Market"
Speaker: Chuck Bashian,
NESRA marketing
manager

12:30 - 2:15 p.m.

**MANAGEMENT
LUNCHEON**

2:30 - 4:00 p.m.

Concurrent Workshops

- 1) "Workshop—Less than
1,000 Employees"
- 2) "Workshop—1,000 - 5,000
Employees"
- 3) "Workshop—more than
5,000 Employees"
- 4) Employee Store Track:
"Is Your Customer Service
Only Lip Service?"
- 5) Health Track: "Managing
A Fitness Center"

4:30 - 7:00 p.m.

EXHIBIT HALL OPEN

SATURDAY, APRIL 4

8:00 a.m.
Registration

**BREAKFAST ON YOUR
OWN**

9:00 - 10:00 a.m.

General Session: TBA

10:30 - 11:30 a.m.

Concurrent Sessions

- 1) "Integrating ES&R into
Community Services"

2) "Retiree Services"

3) "Chapter Session"

4) Employee Store Track:
"Getting More Customers
In the Door"

Speaker: David Kneebone,
Hoffmann-LaRoche

5) Health Track: "Measuring
the Financial Impact of A
Wellness Program"

Speaker: Michael Mercer,
Ph.D., The Mercer
Group, Inc.

11:45 - 2:00 p.m.

**EXHIBIT HALL FINALE
DELI LUNCH**

Afternoon Free

6:30 - 7:30 p.m.
Reception

7:30 p.m.

PRESIDENT'S DINNER

SUNDAY, APRIL 5

9:00 - 10:00 a.m.

General Session

"High Impact People Skills for
Your ES&R Career Success"

Speaker: Michael W. Mercer,
Ph.D., The Mercer Group, Inc.

10:30 - 12 Noon
Closing Brunch/Door Prizes

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REGISTRATION FEES: Please circle amount enclosed.

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1 2 3 4 5

Maximum Benefits for the Small Company

Opening an Employee Store
requires a minimal investment.

by B. Kaye Smith

So yours is not a Fortune 500 company with thousands of employees in several locations. Can your small company of 250-500 employees support an employee store?

For a small company, with a limited advertising budget, an employee store can be an enormous

benefit
for
both

the company and its employees. The company's name and logo can be imprinted on nearly any piece of merchandise and circulated by the employees and their families. Through sales of such items, a company can achieve considerable exposure, both in business and community realms. Having a store in place also provides readily available incentives for workers, as well as gifts for visiting customers.

Among smaller companies, the competition for qualified personnel may warrant more attention to employee services. Employees recognize an employee store as a convenience and as a show of goodwill from management. In fact, a store may be one of the most economical benefits a small company can provide for its employees.

If marketed properly among employees and retirees, a small company, one with less than 500 employees, can feature a self-supporting company store. The fact that employees can purchase quality items at substantial savings ensures the success and popularity of the venture. For example, a T-shirt purchased through a traditional retailer can cost between \$10 and \$15, while the same shirt can be offered through a company store for around \$5. As an added benefit, the employee feels that s/he is "part of the team."

The possibility of starting an employee company store is made exciting by all of the location, staffing and operating options an employer has to choose from. For example, Outokumpu American Brass, a leading brass manufacturer in Buffalo, NY, with less than 1,000 employees, began their employee store in 1989 on a trial basis in a 6' x 8' area. The store concept was so popular with employees that it is now operating in a new 12' x 20' space in the cafeteria area of the plant.

A store can even be started in a display cabinet, either movable or stationary. The doors of the cabinet are simply closed and locked when the "store" is not open for business. Even a wall, equipped with display fixtures, can provide the space required to sell merchandise.

Another option is to focus on various seasonal promotions. For example, baseball caps can be printed with the company name and logo during baseball season. During the holidays, a unique selection of gifts can be made available to employees and their families at wholesale prices. Taking the suggestions of employees on what to stock in their store is a great way to kindle interest at the onset of planning.

Implementation

How do you, the small company, implement an employee store? This need not be a complicated task. A store committee of both production and management can be formed for initial planning, and for overseeing operations. The committee can help prepare research to determine which merchandise to carry. It can also help by offering advice on layout and design and by providing the

manpower to prepare a store for opening.

Opening an employee store does not necessarily mean opening a store with traditional 9 a.m.-9 p.m. hours. In fact, the store does not have to remain open during the entire workday, all week. You may choose to open your store a few hours before work hours and during lunch. You can do this all week or you may start with one or two days a week. Another option is to keep the store open all day one day a week. It is important to make this service accessible to all employees. If you have shift work at your worksite, try to stagger your store schedule to accommodate all shifts.

Some companies choose to have their Employee Services Department run the store, while others ask a Retiree Club to take responsibility for it. Involvement of retirees is good for the image and morale of any company.

An option that many small companies may not be aware of is that there are support services available to help implement plans for an employee store. Those beginning an employee store may wish to contact such a service to help them stock an employee store. These

services usually work closely with vendors and can provide competitively priced merchandise. In addition, these services offer consultation on many aspects of retailing such as design and promotions. One way to access such services is through your NESRA Buyer's Guide.


A support service—one that specializes in "set-up" to "start-up"—can make it easy to operate a store with minimal effort. When choosing a service, look for one that deals directly with suppliers, and has the capacity to buy in quantity to ensure the best prices. The service should also be able to provide a large variety of items and designs from which to choose.

In addition, ask several questions of anyone offering support services in setting up and maintaining a store: Are the minimum ordering requirements reasonable? Are sample products available for inspection? Are the items being offered truly high-quality merchandise?

Be selective when it comes to choosing a service to stock your company store. Special touches, such as personal delivery and on-site inventories, are what distinguish the truly professional services. The

service representative should be knowledgeable about displays and advertising. Some companies may even bring in a display fixturing specialist. Most important, look for a service that will set-up and arrange your store before opening day.

Conclusion

It's important to research a variety of alternative implementation methods for an employee store. An employee store is a possibility with a small investment of time and space, with very little square footage, using mobile stores and booth stores and by controlling your inventory. You can also tap into expert advice on beginning your employee store. It's always helpful to see examples of small stores too. Take some time to visit other small companies who are enjoying the successful operation of an employee store. You'll find that with minimal effort, you can provide a tremendous benefit for your company, regardless of its size. 

B. Kaye Smith, a NESRA national associate member, is the owner of The Company Store, a division of MarketAmerica, Tonawanda, New York.

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Fitness Abusers

For an untrained or inexperienced fitness professional, identifying a fitness abuser can be very difficult, and dealing with a fitness abuser can be even tougher. The distinction between the dedicated, consistent exerciser and an individual who lets fitness control his/her life can often

be a very fine line. We will try to

distinguish between these types of individuals and offer alternative methods to deal with those who may be considered fitness abusers.

A fitness abuser is someone who causes some type of undesirable condition or situation through adherence to an exercise regimen and does not take steps to remedy the situation. The undesirable condition or situation can range from injury to the deterioration of relationships. There are two basic classifications of fitness abusers: Those who abuse fitness due to lack of knowledge and those who may be emotionally addicted to exercise.

Education

Lack of knowledge on the part of the exerciser is a main culprit influencing the fitness behavior of individuals. It is extremely important to have qualified professionals disseminating fitness information to your clientele.

The misconception that more exercise is better is one that may influence the fitness abuser. The benefits of exercise is not a linear representation, but alternatively is a bell-shaped curve. The health of individuals is enhanced as exercise intensity increases to a certain level, but above moderate levels the health benefits taper off and can even be adversely effected, according to fitness experts.

Fitness participants who lack the knowledge in the area of injury prevention, treatment and proper exercise protocol can be classified as fitness abusers. Fitness abusers often fail to treat injuries properly or have a distorted perception of the duration, intensity and frequency required to attain a healthy fitness level.

Educational intervention is recommended for fitness abusers who have a lack of knowledge of the physical elements of exercise. Later in this article we will discuss how to deal with these issues.

Addiction

The theory of fitness abusers being addicted to exercise is one that could be considered controversial. Several studies have identified personality traits as the influencing factor that contribute to fitness addiction. Studies have concluded that certain personality traits may be shared between other addicts such as alcoholics, cigarette smokers and compulsive eaters and that personality traits may contribute to certain types of injuries in runners.

A controversial study by Leehey, Shisslak and Yates suggest that compulsive runners and anorectic patients share the same personality traits. This study concluded that both groups are high achievers, upper middle class, have austere personalities and lead extremely self-disciplined lifestyles. It is important to note that only a small percentage of exercisers would fall into this classification, as do a small percentage of dieters.

Another study by Paul M. Valliant, Ph.D. looked at personality traits that may contribute to injuries in runners. He found that injured women runners were more assertive and practical but less disciplined than noninjured female runners. While injured male

Find out how to identify a fitness abuser and how to correct their behavior.

by Peter Thallner, CESRA

runners were more controlled and compulsive than noninjured male runners.

Yet another study by Dona M. Kagen, Ph.D. and Rose L. Squires, R.N., Ed.D. found that males who exercised extensively tended to most accurately fit into the addiction profile: Relatively ridged and compulsive. They also found that extensive exercise among women was related to lower levels of compulsion but higher levels of Type-A behavior. Males who preferred solitary forms of exercise over team sports were found to be more compulsive. The more a subject exercised, the more strongly they fit into the addictive personality profile.

Identification

How can we identify a fitness abuser? The symptoms of a fitness abuser can be physical, reoccurring overuse injuries; or emotional problems with relationships or self esteem. The physical symptoms are the easiest to detect, while the emotional identifiers are more difficult to assess.

The basis for identification of a fitness abuser is a history of multiple overuse injuries. The typical fitness abuser ignores the consequences of injuries and will continue to train despite injuries. In addition, fitness abusers typically do not rest enough and continue to train, running themselves down. The key thing to remember here is that a fitness abuser is someone that continues to exercise while injured or ill and ignores the consequences. This is the factor that distinguishes a fitness abuser from a committed athlete.

Most overuse injuries are related to the action of transferring body weight to a shock-absorbing component of the body. It's common for joint injuries to occur in the lower back, hips, knees, ankles and feet, and for soft tissue injuries to occur such as muscle strains, sprains,

tendinitis and bursitis.

Emotionally based problems in fitness abusers are more difficult to distinguish. The professionals having a good talk with his/her clientele will be able to identify individuals with emotional problems stemming from fitness abuse. Again, the important factor to remember is that the behavior continues while the consequences are ignored.

There are common emotional problems associated with fitness abuse. For example, fitness abusers usually display difficulty maintaining family, professional and social relationships. Exercising becomes such an overwhelming priority, the abuser puts all relationships on hold. Abusers do not only suffer in relationships with others, but they also experience conflict within themselves. They have a distorted body image and they get distressed if they miss a workout. They also push themselves to exercise beyond enjoyment.

Working With Abusers


How do we deal with a fitness abuser? Generally, as mentioned earlier, educational intervention is required for the fitness abuser that lacks the proper knowledge of accepted fitness guidelines or injury treatment.

For the exerciser that does not know how to take care of an injury, proper guidelines for injury recovery should be followed. Use rest, ice, compression and elevation (RICE) for the first 72 hours after the

symptoms begin. Your fitness professionals should be able to give proper guidelines to facilitate recovery. If the conditions persist, then refer them to a medical professional.

Fitness participants should understand the basic guidelines for exercise. The American College of Sports Medicine (ACSM) recommends a program of cardiovascular, flexibility and strength activities. ACSM's advises participants exercise 3-5 days per week for a 20-60 minute duration at an intensity of maximum heart rate as determined by the Standard Karvonian Equation.

Conclusion

If addictive behavior is the catalyst for fitness abuse, then, confrontation of the addiction and/or referral to a counselor experienced with addiction therapy is indicated. The fitness professional who picks up on addictive behavior and confronts abusers will likely be put off. In these cases, the patient is required to deal with deeper issues that result in the behavior pattern. In the end, proper referrals to physicians who see exercising patients can result in a decrease in exercise related injuries and mental stress among the exercising population. 

Peter Thallner, CESRA, is the director of the Wellness and Nutrition Centers at Frankford Hospital in Philadelphia, Pennsylvania.

Standard Karvonian Equation

$$THR = (220 - \text{Age} - RHR) \times (0.6 \text{ to } 0.8) + RHR$$

THR = Target Heart Rate RHR = Resting Heart Rate

Your luggage can make travel easier and more pleasant and enhance your image. There are many different types of luggage, however most are variations on the basic styles described in this section: The suitcase or pullman, the garment bag or garment carrier, the carryon or overnight bag, the tote, casual or

sports bags, and

Selecting Luggage

trunks.

Suitcases, also known as pullmans, range in size from 24" to 36" and are available in three main constructions: Hard-sided, semi-soft, and soft-sided. Hard-sided suitcases are either molded cases made of materials such as polypropylene, ABS plastics, or metal; or box-constructed cases with metal or wood frames on all six sides, covered with materials such as leather, vinyl or fabric. They generally have the added security of combination or key locks. Many hard-sided cases have wheels and pull straps. Hard-sided cases offer maximum protection against impact from the outside.

Semi-soft cases are partially-framed and have soft, slightly expandable tops and bottoms. They are lighter in weight than hard-sided cases, yet offer good protection of contents. These, too, often have wheels and pull-straps.

Soft-sided cases are shaped by the way they are cut and sewn, but usually have some stiffeners or partial frames to help them hold their shape. They are lightweight and are the most expandable, but offer less resistance to crushing or impact from the outside than cases with more solid construction. Soft-sided cases are closed with zippers.

Carryons are small suitcases, sometimes called "underseaters" because they fit underneath the seat on a plane. Carryons vary in size, but

generally don't exceed 22" and are designed for short trips. Many feature inside and outside pockets, more than one packing compartment, and shoulder straps as well as handles. Carryons are made in any of the three suitcase constructions.

Totes are casual, all-purpose bags which are smaller than carryons and come in a wide variety of shapes and sizes. Some totes are designed for travel and match a full line of luggage. The simplest totes look like open-top shopping bags made of fabric or leather. Other totes might feature zippered, waterproof pockets, expandable bottoms, and shoulder straps. Totes can be used everyday, as well as for carryon necessities, as beach bags, or as day bags while traveling.

The basic idea of a garment bag is to permit you to pack your clothes on hangers. Garment bags are designed to hold two to four garments. Garment carriers are portable "closets" that hold 10 or more garments on hangers. Garment bags range in length from 40" for men's suits, to 54" for women's dresses, and 60" for evening clothes.

There are two kinds of garment bags: Simple zippered sheaths (garment covers) that accommodate clothing for a short trip, and more elaborate gusseted bags and garment carriers with greater capacity. These are fold-over bags, generally of a soft material stretched on a frame.

They may feature inside and outside pockets; shoulder straps; tie tapes to hold clothing in place; special hangers which have short necks so that packing space is not wasted; and devices to keep hangers on their tracks. The largest garment carriers may have framed sides and wheels.

There are two kinds of sport bags, those that are designed solely for use with equipment for a particular sport,

Learn the correct terms for luggage and how to select quality pieces.

*Reprinted with permission,
Luggage & Leather Goods
Manufacturers of America, Inc.,
1991 from their booklet, "How To
Select Luggage, Business Cases
and Personal Leather Goods."*

such as golf and bowling bags, and those which are adaptable to many uses for the active or casual life. Multipurpose sport and casual bags include duffels and roll bags, which can have a single top zipper or a three-sided zippered flap.

Many sport bags are customized with water-resistant linings, compartments to separate clean and dirty clothes, spaces for gear such as racquets, ski boots, or athletic shoes. (Be sure to know the size of your sports equipment before making a purchase.)

Camp trunks, steamers, and footlockers are made of metal, hardboard, or wood. Many include removable trays. Wardrobe trunks are fitted with hangers and drawers and, because they stand vertically, when opened, they act as traveling closets.

Materials

Luggage has many materials and elements of construction in common. In this section, we will examine some of the components that are hallmarks of quality.

Leather has received renewed attention in luggage both for coverings and trims. To clarify the different types of leather, what they're called, and what you can expect from them, the following will be helpful. When shopping, you can tell the kind of leather used by the labeling on tags or stamp on the item.

Top grain or full grain leather is the only part of the hide which can be labeled "genuine leather." It is the outermost layer of the skin and is most desirable because it is strongest, wears the best over time, takes finishing best, and has original animal grain markings to make each piece distinctive and personal.

The underlayers of a hide are known as "splits" because these layers are split off from under the top grain. They usually have a surface treatment simulating the color and

grain of top grain. While split leather is more likely to show wear, it will withstand less strenuous use. Leather goods made from splits are less costly than those made of top grain.

Processed leather is one type of skin or hide made to look like another type, such as calfskin with alligator markings (which should be identified as "alligator-embossed" or "alligator-grained calf.") Leather scraps which are pulverized and bonded with a glue are sometimes called "bonded leather" or "laminated leather"; this is an inappropriate marking.

Many luggage items are covered in fabrics, ranging from natural fibers such as cotton duck, linen, canvas, and jute, to man made materials like nylon and vinyls.

Nylon is a strong, light-to-medium weight abrasion-resistant material used for both covering and linings. Nylon is marked according to thickness of fiber, or denier. The higher the denier, the stronger the fiber.

For durability, nylon luggage should be a minimum 400 denier, woven in a tight construction. If the denier is less than 400, it should be backed by other material such as nylon taffeta or heavy-duty vinyl, to add to its strength. Finer denier nylons are often used for light-weight travel pieces and personal leather goods.

Urethane coatings are sometimes applied to the surface of the nylon fabric to add to its appearance. Coatings like urethane or vinyl make nylon water-repellent and stain-repellent. Among the protective coatings used are Scotchguard,[®] Zepel,[®] and Teflon[®]. Nylon has great fashion versatility as it can be woven in many patterns to look like tweeds, or jacquards, or to combine more than one color.

Vinyl is a moderately-priced plastic material which is used for both coverings and trims. It comes in a wide range of colors, has strong stain-resistance, and can be wiped clean. Vinyl is sometimes treated to

resemble leather; if in doubt, check the labeling on the product.

Edges protect the sides of a piece of luggage. There are four basic types of finishing edges which offer both good protection and an attractive appearance. When edges are "turned," one surface where materials meet is turned completely over all the other edges. If edges are "bound", a separate material is sewn completely over all the edges. In a "welt" edge, a material is sewn between the seams and covers all edges. When edges are "burnished", all edges are cut off uniformly, then colored, and polished.

The handle on a piece of luggage or a business case is one of the most important parts of the case. The most durable handles are mounted using metal, or metal-reinforced bases with a number of rivets, screws, or prongs attached to the frame of the case itself, to increase the load-bearing area.

The stress points for shoulder straps, many of which are detachable, is where they are mounted. Strong hardware and reinforced mounting areas protect shoulder straps from tearing off or snapping out. Gripper pads keep straps from sliding off your shoulders.

Pull-straps are frequently attached to suitcases with wheels. These too should be mounted with solid hardware and reinforced backing to prevent pulling off.

The way a zipper is made and applied to an item, is essential to its lifespan. Zippers are manufactured in three basic constructions: Polyester coils, continuous molded zippers, and metal zippers. The "woven polyester coil" is made by weaving or sewing the nylon coil to the tape. These zippers do not have individual teeth and can take a great deal of pressure. If they do pop open, they can be re-zipped and "healed." "Continuous molded zippers," which do have teeth, are also woven or sewn onto tapes and are extremely durable as well. Nylon zippers can be

dyed to match luggage and leather goods and are highly flexible.

Zipper made of brass and other metals are made by feeding a woven tape through a chain machine which crimps individual teeth onto the tape.

The way a zipper is attached, and the size of the zipper are important ingredients in the functioning of an item.

Built-in combination locks are most often found on hard-sided luggage and on attache cases. Padlocks and key locks that attach to zipper pulls are used on soft and semi-soft constructions. There are three basic metal lock constructions: Solid brass, die-cast metals such as zinc or steel, and stamped. Solid brass and die-cast locks are a solid mass of metal, often plated for appearance or durability. Stamped hardware is formed from a flat piece of metal bent into the desired shape. Solid hardware is usually sturdier than stamped hardware. You can tell how a lock is made by opening it and looking at the underside: If it is stamped, you will see the places where the parts are joined.

Recently, heavy-duty plastic locks made of polypropylene or nylon have become popular. The advantages of plastic locks are that they don't rust and are exceptionally durable.


The way a lock is mounted on a case is an important element in its durability. Locks may be prong-mounted, screw- or rivet-mounted. The more screws or rivets used, the more stable the application. Locks should also be mounted straight so that the two parts meet properly.

Designed to maximize maneuverability, wheels also minimize damage to the bottom of your case. Wheels should be attached to frames with metal backplates and multiple rivets or screws. Wheels are sometimes retractable or removable.

Corners and Feet: To protect luggage from damage, corners are often reinforced with metal, leather, or vinyl. Feet protect the bottom of cases from scratching and scuffing.

Special Features

Luggage is carefully designed to anticipate a variety of needs. One of the keys to satisfaction is the extent to which each item helps you to organize, and get ready access to your possessions. Special pockets and compartments increase

versatility and save time and trouble. Wide gussets (an accordion pleat on the sides of a case or pocket) create more flexible, accessible storage space. Outside pockets allow you to reach items you need without opening the case. These design features can permit you to use each item in many different ways. 

Luggage Checklist

- Coverings: Is the covering material tightly woven so it is smooth enough to prevent snagging? Are light colored fabrics treated with water- or stain repellent coatings?
- Construction: Are cases reinforced on narrow sides and at corners? (Sometimes these reinforcements are on the exterior and can be easily see.) Do hard-sided cases close tightly, with no gaps? Do they stay aligned, not wiggle when moved? Do lids of hard- and soft-sided cases stay open so you can pack and unpack easily?
- Stitching: Is stitching even? Is there double-stitching at stress points such as corners?
- Hardware: What is hardware made of? Is it solid brass, die-cast metal or plastic, or stamped?
- Zippers: Do zippers go around corners easily? Are they big enough to help pull a stuffed case closed? Do they stay closed when a case is full?
- Wheels: Does the wheel system handle turns easily? Are wheels solidly affixed? (Wiggle them to check.)
- Interiors: If a case is unlined, are seams smooth to avoid snagging clothing? Are there tie-tapes to hold clothing in place?
- Pockets: Do pockets have wide enough openings and gussets for easy access?
- Garment Bags: Is there a bar supporting the top of the bag? Is it strong? (To find out, flex it and see if it returns to its original shape.) Is there a double track to stagger hangers and maximize use of space? Is there a center bar in the middle of the case to anchor the handle and keep the case from sagging? Is there a pocket or snap to hold the hanging hook so it won't snag or drag?
- Handles, Shoulder Straps, and Pull-Straps: Are the handles comfortable? Are they anchored with prongs, or double screws or rivets to hold them securely? Are shoulder straps adjustable? Do they have non-skid pads to keep them from sliding off your shoulder? Are they detachable? Are pull-straps long enough or adjustable for your height so you can pull your bag comfortably while standing straight?

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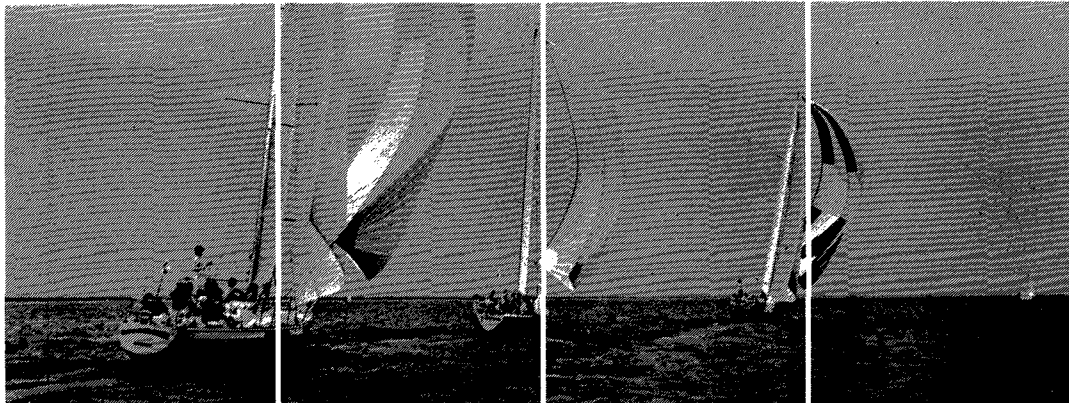
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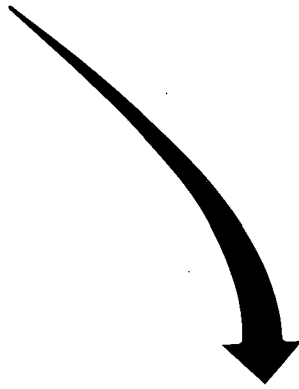
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